



**Performance Work Statement
Defense Acquisition University (DAU)
Learning Asset Solution Support (LASS)**

1 Introduction

The Defense Acquisition University (DAU), located at Fort Belvoir (Virginia), coordinates the Department of Defense (DoD) acquisition education and training program to meet the training and performance support requirements of more than 145,000 military and civilian personnel serving in acquisition positions worldwide. Through its dispersed campus, the DAU sponsors acquisition curriculum and instructor training to provide a full range of basic, intermediate, and advanced courses to support the career goals and professional development of the acquisition workforce around the world. Further, DAU's learning and training materials are used by the entire Federal Government's workforce, defense industry partners, and foreign acquisition professionals. Please review the DAU Website: <http://www.dau.mil/> for a greater perspective on DAU. In particular, review DAU's Strategic Plan, Organizational Structure, and Performance Learning Roadmap in determining DAU's path of current and future operations.

2 Background

To support its mission, DAU requires an integrated information technology (IT) solution to support new requirements coming from all DAU curriculum sponsors.

DAU requires an integrated solution to support its mission to provide learning assets in various forms such as:

- a. Distance Learning (DL), and Continuous Learning (CL) (Shareable Content Object Reference Model (SCORM)-conformant self-paced courses offered through DAU's Learning Management System (LMS),
- b. Facilitated Instructor-led Classroom (virtual, blended, flipped, etc.) courses supported by Blackboard, Defense Collaboration Services (DCS), telepresence infrastructure and other communication and learning technologies,
- c. Rapid deployment training (RDT) in classroom or online formats, and
- d. Performance support tools (e.g., job aids, guidebooks, fact sheets, case studies, podcasts, video vignettes, and software tools) and knowledge sharing products and services.

Necessary activities include conducting learning asset design, development and revision, learning research, developing knowledge sharing assets, and outreach support to DAU's strategic partners' acquisition-related learning programs as necessary.

3 Objectives

DAU requires world class learning and knowledge sharing/performance support assets, systems and processes coupled with dynamic team leadership to support its mission and respond to ongoing organizational changes. DAU's corporate university model emphasizes the innovative application of classroom experiences, blended learning, mobile learning, online learning, knowledge management/knowledge sharing techniques, and experiences that support

performance outcomes. Key objectives of this Task Order are to obtain Contractor expertise to support the ongoing curriculum development needs of the Defense Acquisition University (DAU):

- a. Conduct Front End Analysis (FEA)/Training Requirements Analysis (TRA), encompassing job/task analysis (JTA) and needs analysis to examine requirements, identify potential gaps in knowledge and skills, and recommend learning/training/job support resources or alternatives. Additionally, FEA will include assessing learning technologies suited to achieve the intended learning outcomes and recommend delivery methodology that meets learning needs.
- b. Support learning asset design, development, revision requirements and, as necessary, align curricula with courseware from across the DAU enterprise;
- c. Purchase, customize, develop, enhance, and maintain learning products and services, which include knowledge management/knowledge sharing and performance support products and services, and provide solutions for ordering learning assets and services in a timely fashion;
- d. Meet sudden and changing development requirements associated with learning product development, revision, or learning support tools; and
- e. Apply innovative, leading edge services in identifying useful, new learning approaches, techniques, and capabilities that supports DAU's goals and objectives in meeting its institutional mission to improve the acquisition workforce through formal and informal training.

4 Scope

DAU requires contractor services to support the analysis, design, development, revision and delivery of custom courseware consistent with DAU standards and guidelines. The scope includes:

- a. Courseware Analysis, Design, Development, Revision and Delivery support for:
 - o Distance Learning and Continuous Learning which may include media components such as audio, stock and non-stock images/graphics, graphical animations, video/screen-captures, infographics and other audio-visual presentations of content;
 - o Facilitated Instructor-led classroom (virtual ,blended, flipped) learning solutions which may include media components such as audio, stock and non-stock images/graphics, graphical animations, video, infographics and other audio-visual presentations of content;
 - o Games and simulations offering hands-on, engaging learning experiences based on workplace competencies. These may be stand-alone and/or embedded in other learning programs and may be delivered through various mechanisms (computer based, web based, mobile, paper-based).
 - o Video-based learning assets needed to demonstrate concepts or skills, which may be stand-alone and/or embedded in other learning programs, requiring video production support. Video support is defined to include activities such as but not limited to scripting and storyboarding, talent management, set/stage and prop design and management, studio-based and in-the-field location filming, and all associated pre-production and post-production management and technical support necessitated by such activities.

- Performance support/knowledge sharing solutions that offer formal and informal learning experiences;
- b. Special Studies to identify and recommend best practices for learning asset development and technologies, implementation and training delivery strategies; and improved efficiencies to better meet DAU's current and emerging business and mission requirements; and
- c. Requisite project and program management, documentation, reporting, and quality controls/quality assurance processes to ensure that all functional requirements and applicable DAU standards are met.
- d. Obtain Subject Matter Expertise to support the analysis, design and development of content and performance support tools.
- e. Requisite courseware support as related to application development, web design and development, and test engineering services.

5 Specific Tasks

5.1 Task 1 - Task Order (TO) Management Support (Firm-Fixed Price (FFP))

In managing the scope of this task the Contractor shall account for the following requirements:

- a. Manage learning asset development tasks and deliverables in accordance with approved project plans and DAU standards and guidelines,
- b. Deliver all plans, schedules, deliverables, notes and project related documents in DAU's content management system(Blackboard) for shared stakeholder access,
- c. Provide support and input to activities that may impact the DAU Technical Environment (See Appendix B),
- d. Ensure that contractor personnel are trained on using DAU systems and protocols/procedures required by the Government,
 - Work with DAU's operations and LMS teams to resolve any issues resulting from learning assets deployed on the DAU LMSs,
 - Use Development and Revision Tool (DART) as the authoring tool for training and courseware development unless otherwise directed by DAU.
- e. Identify and recommend creative applications and best practices for standard DAU learning asset development and training technologies, and implement strategies to improve efficiencies to better meet current and emerging business and mission requirements,
- f. Develop and maintain relationships and interface agreements with other Government staff and DAU contractors and,
- g. Attend project meetings, provide project status and participate in and support collaborative, stakeholder working groups as required.

Note: Should the contractor fail to meet the above requirements, the 10% reduction as described in Section 6.5 of this PWS shall apply if the contractor fails to remedy the matter(s) within 30 days.

5.1.1 Program Management

The Contractor shall provide the necessary program management (PM), technical and functional services necessary to plan, manage, and control performance under this Performance Work Statement (PWS). This includes providing oversight, applying productivity and management methods to include Quality Assurance, Configuration Management, and Work Breakdown Structure. The Contractor shall provide ancillary administrative, clerical, documentation and reporting services to include submittal of required reports/invoicing to manage performance under this Task Order.

The contractor PM shall act as a liaison between the contractor and the Government and represent the contractor at all meetings between the contractor and the Government. The contractor shall ensure that the deliverables set forth in this document meet the requirements of this PWS and are delivered on schedule.

5.1.2 Program & Project Planning:

Program management duties are based upon the contractor's program execution of the tasks presented in this PWS that shall include the following:

- a. Developing and maintaining program schedules
- b. Developing program status reports, program reviews, and other project documentation
- c. Managing, tracking, and monitoring program deliverables
- d. Developing and maintaining the task order management plan (TOMP)
- e. Acting as single point of contact between contractor project teams and DAU PM

5.1.3 Task Order Management

The Contractor shall prepare a Task Order Management Plan (TOMP), no later than 10 business days after task order award, describing the technical approach, organizational resources and management controls to be employed to meet the cost, performance, and schedule requirements throughout Task Order execution. The TOMP shall be updated quarterly. The contractor shall propose a date for the quarterly reporting submissions within the TOMP. The TOMP shall include an organizational chart showing lines of authority/roles and responsibilities of contractor staff and indicate project teams with roles and accompanying assignments. In addition, the Contractor shall document within the TOMP their overarching:

a. Communications Plan:

The Contractor shall provide a plan for reporting and communicating milestones and work product status, issues, risks, remedies, and changes to resources at both the Task Order and project level.

b. Risk Management Plan:

The Contractor shall provide a risk management plan with a description of assumptions regarding business risks, specific performance risks, and mitigation strategies.

c. Quality Control Plan:

The contractor shall prepare a Quality Control Plan (QCP) and perform quality control functions in accordance with the Plan. The contractor shall deliver quality control reports as

described in the government-approved QCP. The QCP may be modified as the project progresses by coordinated approval of the contractor and the government.

d. **Change Management Plan:**

The contractor shall provide a plan for conducting and documenting technical, programmatic, and administrative changes necessary to justify and record alterations in scope, schedule, quality, budget, and personnel in the performance of i) Task Order Management and ii) project execution. The Change Management Plan shall specify the nature of, reason for, and impact of program and project change.

e. **Resources Utilization /Spend Plan:**

The contractor shall provide a plan establishing required resources including but not limited to personnel, systems, tools, equipment, and funding and providing a resource allocation analysis model to reduce performance risks at the Task Order and project level.

f. **Transition Out Plan**

The Contractor shall provide a plan for transitioning out upon completion of this Task Order. Within 15 business days after the Date of Award, the Contractor shall provide a Draft Transition Out Plan to the GSA Contracting Officer Representative (COR) and the DAU Point of Contact (POC). For the final year of performance of this task order, the Contractor shall include updates to the Monthly Status Report for the transition out activities to ensure all deliverables are accounted for and to ensure a seamless closeout.

5.1.3.1 Kick-Off Meeting

The Contractor shall participate in a Kick-Off Meeting at a location (in-person or conference call) and time approved by the Government within 10 business days of task order start. The meeting will provide an introduction between the contractor personnel and government personnel (DAU and GSA), initiate performance and to discuss the overall management, administration, technical services and processes and procedures (e.g. travel/ODC authorizations, invoicing, security, etc.) of the task order.

The contractor shall hold a project start meeting for each discrete project initiated under this Task Order no later than ten (10) business days (or as agreed upon between the Government Contracting Officer (CO) or Contracting Officer Representative (COR) and contractor), of the modification or Technical Direction Letter (TDL) (if funding is already in place) authorizing work. At the project start meeting, the contractor shall present the details of its intended approach, work plan, and project schedule, including projected deliverable dates, for reviews and approvals by the DAU project manager and team. The contractor shall supply a staffing assignment list with names, contact information, and roles of all members of the contractor team.

5.1.3.2 Project Controls/Quality Surveillance

Surveillance will be conducted by the assigned GSA COR in conjunction with the assigned DAU Representative and with the support of the GSA CO. The DAU Representative will provide oversight of the task order and will have responsibility for overseeing all technical performance measures along with schedule, quality, and cost measures. The DAU Representative will be responsible for acceptance of all work products, as applicable, and will

review, receive, and accept the Project Management Plan (PMP), Monthly Status Reports (MSR), and other deliverables as defined in PWS Deliverables Table.

The DAU Representative delegates the day-to-day management of projects and activities to a team of DAU Production Managers. The Production Managers will be responsible for receiving work products and deliverables necessary to complete projects initiated under this PWS for review and recommendation of acceptance, as assigned. The Production Managers will review cost, quality, accuracy/completeness, and timeliness of project deliverables and document their findings. The DAU Representative will be responsible for deliverable acceptance upon a determination of acceptable performance by the assigned Production Manager. The contractor shall include any data, performance or other items that are out of tolerance in the appropriate Weekly Status Briefings and Monthly Status Reports.

Surveillance will refer to the Performance Requirements Summary, Section 10 of the PWS, and will be accomplished as follows:

- 1) The Contractor will carry out day-to-day quality control. The specific quality control procedures may include timeliness, accuracy and completeness.
 - 2) The GSA COR will consult with the DAU representative concerning the acceptability of services/deliverables/products as required.
 - 3) The DAU representative and GSA COR will review contractor-submitted status reports and development schedules and periodically verify them with the DAU representative to ensure that the required progress is being made and that the contractor's quality control procedures are effective.
 - 4) The DAU representative will review and certify contractor invoices for accuracy and validity.
 - 5) The GSA invoice support staff or the GSA COR will review the contractor's invoice to ensure that the invoice aligns with the contractor's submission and does not exceed the task order value.
 - 6) The GSA close-out support staff or the GSA COR will execute close-out procedures, including the requiring activity's final confirmation of the acceptability of services/deliverables/products and the contractor's final confirmation that all invoices have been submitted and paid.
- Additional surveillance methods may be employed at the discretion of the Government CO and/or COR.

The Government Client Representative, COR and/or CO will notify the Contractor in writing, or verbally when warranted, of the need for corrective action when materials, reports or work do not comply with the task order requirements.

In accordance with the Quality Assurance Plan, the Government will document overall satisfaction with contractor performance through review and evaluation of the contractor's success in meeting the standards and measures outlined in the attached performance metrics table.

5.1.4 Monthly Status Report (MSR)

The Contractor shall provide Monthly Status Reports (MSR) no later than the 10th calendar day of each month (if it falls on a weekend it is due the next business day) to track project status, issues,

and progress and to monitor the quality assurance, configuration management, and security management applied to the Task Order. The Contractor shall electronically submit the MSR to the GSA COR, DAU Project Manager (PM) and DAU POC each month prior to submitting the invoice. The Contractor shall include, at a minimum, the following information in the monthly status report:

- a. Overall status of services and progress, including financial status (hours, personnel, and costs against CLINs/tasks).
- b. Billing and accounting reports to include, for firm fixed price, and cost reimbursable items: planned/actual expenditure data itemized by individual contractor showing hours worked by labor category and individual contractor during the reporting period.
- c. All reports of financial status and charges shall clearly map to Contractor project plans, spend plans, and invoices.
- d. Progress during the reporting period.
- e. A graphic with spreadsheet data showing predicted and actual running monthly expenditures over the period of the task, reported by CLIN/sub-CLIN levels.
- f. Status of task
- g. Planned support activities and the current status of all projects/products/working papers, including planned delivery dates and actual delivery dates. Any variation between the planned and actual delivery dates from the dates in approved project plans shall be clearly noted in the MSR.
- h. Potential Risk Areas and Risk Events: Identification of any risk areas or events, outstanding issues or any occurrence that may impact cost, schedule, or performance and recommendations as to their resolution concerning the problems submitted during the interim, plus any corrective action that was taken(or should be taken) to correct identified risks.
- i. Proposed recommendations for improvements/enhancements to service, technical capabilities, management procedures, etc.
- j. Adjunct reports such as activity reports, technical reports and logs shall be supplied as supplements.

5.1.5 Trip Reports

The Contractor shall provide a Trip Report, as required, for each trip that the Government requires them to travel outside the local area. The report shall contain at a minimum the following:

- a. Dates of travel
- b. Persons traveling
- c. Purpose of travel
- d. Expenses associated with travel
- e. Supporting Documentation
- f. Results

5.1.6 In-Progress Reviews

The Contractor shall plan, organize, and conduct formal In Progress Review (IPR) meetings every six months calculated from date of Kick-Off meeting to report on Task Order performance. The method, frequency, and number of reviews shall be documented in the Contractor's Task Order Management Plan.

The Contractor shall present the following at each performance review:

- a. Data collected from continuous evaluation of the various DAU programs being supported by the Task Order, using benchmarks and metrics designed to improve its quality, user-satisfaction, results from Quality Assurance Surveillance and cost effectiveness, including information on "lessons learned."
- b. Review products and milestones to verify how effective and timely they were.
- c. A report of contractor recommendations to the Government on changes to the Task Order for improving the overall quality of DAU Courseware Development Support, including recommendations made during the performance period to the Government regarding changes that would likely result in/has resulted in improved management and/or service.

The Contractor shall submit to the GSA COR and the DAU POC an "Action Item Report" not later than 7 days after the IPR meeting has taken place that documents what was agreed to by the Government and the Contractor and what the Contractor is doing to resolve outstanding issues. Recommended changes to the Task Order to improve service or reduce costs that result from IPRs shall be made in writing and shall be submitted separately to the GSA COR, DAU POC and Contracting Officer. No such proposed changes shall become a part of the Task Order, however, except via written modification of the Task Order issued by the GSA Contracting Officer.

5.1.7 Problem Notification Reports

The Contractor shall submit a Problem Notification Report (PNR) to GSA and DAU points of contact, as detailed in Section 7.1 of this PWS, within 24 hours of the Contractor encountering a problem or risk event that will impact cost, schedule, or performance of the Task Order (or any deliverable or project under the Task Order), and shall include both recommended, current, or completed mitigation actions. (See Appendix A for a PNR template). All PNRs must be tracked in the Monthly Status Report and through IPRs until resolved. The PNR shall not be interpreted to replace or render unnecessary risk mitigation and problem solving actions pursuant to the roles of the Program Manager, project manager(s), or other contractor personnel responsible for performance; the Task Order Management Plan or individual project plans; and as reported through the MSR and other status communications as necessary.

5.1.8 Task 1 Workload

The following highlights the estimated workload that Task 1 effort will support:

The total annual requirement is 30 courses per year. These courses will include new development and major revisions which will go through all phases of the development cycle. Some of these new developments and major revisions will contain some level of video. (See PWS Section 5.4) and gaming and simulation (See PWS Section 5.3.3).

5.2 Task 2 – Analysis and Design Support (Cost Plus Fixed Fee (CPFF))

The contractor shall initiate work upon receipt of a Technical Direction Letter (TDL), (see PWS Section 7.2 – Technical Direction) from the government providing project parameters, goals, scope, and time-line needs, as known. The contractor shall reference **Appendix D**, General Learning Asset Development Guidelines, throughout the execution of all learning asset analysis and design support projects. Each discrete project shall account for Project Management (PM) time required to support that task.

The contractor shall perform an initial analysis, as required, in order to establish the most appropriate learning modality through which to fulfill the learning asset requirements subject to this PWS. Analysis efforts include:

- Address job, task, performance, or competency gap analyses;
- Include content analyses of provided Government Furnished Information (GFI);
- Address the selection of the appropriate assessment or evaluation methods.

The contractor shall deliver, unless otherwise specified by the TDL,

- (1) A project plan establishing schedule, milestones, work phase exit criteria, spend plan, and team members including labor category details;
- (2) An analysis report containing all pertinent findings and recommendations with sufficient detail to fully address any questions or topics specified in the TDL;
- (3) A learning asset design document (for example, a Course Design Information Package/Course Design Document or a Game/Simulation Design Document); and
- (4) A proof-of-concept of the selected learning asset demonstrating the feasibility of the accepted design methodology; or
- (5) A prototype of the selected learning asset sufficient to demonstrate the feasibility of executing the design expressed through initial functionality and Section 508 compliance.

Based upon government review and feedback at designated work phases and milestone accomplishments, the contractor shall incorporate any subsequently directed changes and resolve any identified quality deficiencies. DAU anticipates a collaborative partnership and iterative work cycles to sustain creativity and flexibility throughout the analysis and design phase in order to refine deliverables/work products and establish a fully successful learning asset design.

The analysis report shall address all requirements presented in the TDL including but not limited to detailed description of type and depth of analysis (i.e., job/task), list of GFI analyzed (i.e., competency requirements, business/performance metrics), analysis findings, sufficiently detailed description of the recommended learning asset solution such that DAU may authorize, with minimal cost, schedule, or quality risk, proceeding with the completion of a learning asset design document, prototype, or other pursuant deliverables.

Design Document shall establish detailed design parameters including but not limited to delivery modality/modalities, length, audience, instructional technology needs, learning goals/objectives, assessment instruments, types and integration of media elements, maintenance plan, and detailed course outline that includes order and method of content presentation, activities and learner engagement descriptions and placement, assessment methodology and placement, and required supporting GFI lists and references .

Game/Simulation Design Document addressing a potential game or simulation requirement or a job support/workplace support asset shall also determine the feasibility of DART as the development tool of choice and establish a rationale for the suitability of a proposed development tool selected, including DART.

Design Document (course, game/simulation or performance support tool) shall be sufficiently detailed such that DAU may authorize, with minimal cost, schedule, or quality risk, proceeding with the completion of a proof of concept or prototype to demonstrate feasibility or other pursuant deliverables. Upon review and acceptance of the proof of concept or prototype, if required, and incorporation of all directed changes and resolution of any identified quality deficiencies, design document shall be sufficiently complete such that DAU may authorize the continuation of the project under **Task 3, Learning Asset Development and Revision Support**, or **Task 4, Video Production Support**, with minimal cost, schedule, or quality risk.

The proof of concept follows a Design Document if design concepts are new to DAU or innovative. It demonstrates the feasibility of executing specific design concepts or theories and the potential application for DAU students. A proof of concept shall demonstrate the fulfillment of the Design Document sufficiently to verify that the design construct is feasibly executable and is comprehensible to potential students and instructors in accordance with adult learning principles and DAU learning environments. Proof of concepts shall be delivered in the environment proposed for the completed learning asset. A proof of concept shall be sufficiently detailed and complete such that DAU may authorize, with minimal cost, schedule, or quality risk, the continuation of the project under **Task 3, Learning Asset Development and Revision Support**, or **Task 4, Video Production Support**.

A Prototype follows a design document when needed to demonstrate functionality, approach and the user interface. A prototype contains finished representative samples sufficient to demonstrate key, recurring components of the product such as user interactions, Section 508 compliance, and visual/thematic comprehensibility. A prototype shall demonstrate the fulfillment of the design document sufficiently to verify that the design construct is feasibly executable and is comprehensible to potential students and instructors in accordance with adult learning principles and DAU learning environments. Prototypes shall be delivered in the environment proposed for the completed learning asset. Prototypes may be reviewed for technical compliance with DAU security standards, as warranted, and feasibility of successful Section 508 compliance. A prototype shall be sufficiently detailed and complete such that DAU may authorize, with minimal cost, schedule, or quality risk, the continuation of the project under **Task 3, Learning Asset Development and Revision Support**, or **Task 4, Video Production Support**.

For proposal purposes, offerors shall assume that an initial analysis and requirements within this Task 2 to include equal amounts of the below five types of courses:

- Distance/Continuous Learning (3 each)
- Facilitated Instructor-led Classroom (3 each)
- Games and Simulation (3 each)
- Video-based Learning Assets (3 each)
- Performance Support/Knowledge Sharing Solutions (3 each)

On a post award basis, the above is subject to change depending upon changes to the Federal Law and to DoD strategies and policies.

5.3 Task 3 – Learning Asset Development and Revision Support (Cost Plus Fixed Fee (CPFF))

The Contractor shall provide learning asset development and revision support services for learning assets to include the list of Learning Asset Types provided in Appendix E. The contractor

shall initiate work upon receipt of a Task Direction Letter, (see **PWS Section 7.2 – Technical Direction**) from the government providing project parameters, goals, scope, and time-line needs, as known. Each discrete project shall account for Project Management (PM) time required to support that task.

The Contractor shall:

Develop and maintain a Project Management Plan (schedule, risk register, spend plan, communication plan, etc.) for each development project. The plans shall be delivered to the Government within 10 business days of receipt of a Technical Direction Letter. Work shall not commence until the project management plan is approved by the Government. The contractor shall also develop and maintain a log for individual tasks for all learning asset development and revision activities. The contractor shall also:

- a. Notify the GSA Contracting Officer, GSA COR and DAU POC, in writing, of changes to a project that affect cost, schedule, or alter the terms and conditions of the Task Order. If changes are approved by the Contracting Officer, the Contractor shall update the project plan, spend plan, schedules and deliverables list (see **PWS Section 7.2 – Technical Direction**).
- b. Deliver a learning asset maintenance plan documenting learning asset structure, programming, functionality, component elements and file names, and all other information necessary so that other personnel can maintain and revise the learning asset after delivery.
- c. Deliver all editable raw source files (e.g., templates, artwork, HTML, XML, programming and run-time files) for each deliverable to DAU and store in designated content systems to ensure all assets developed or purchased under this Task Order are later accessible for maintenance by contractors or DAU government personnel.
- d. Use best instructional design practices in accordance with current industry strategies and techniques.
- e. Meet requirements and deliverables outlined in DAU guides, process documents, and development checklists.
- f. Implement the quality assurance process from the Task Order Management Plan (TOMP) to ensure the learning asset content, design, and technical and functional requirements are met.
- g. Develop learning assets using DART and other tools as approved by DAU and ensure these products:
 - (1) Use learning object technology that conforms with ATLAS operational requirements and the latest approved SCORM specification as implemented by DAU;
 - (2) Are properly meta-tagged in accordance with DAU meta-tag standards and taxonomy, as required;
 - (3) Operate in DAU LMS as intended.
- h. Are Section 508 compliant – Per DAU accessibility guidelines and documented in a report submitted to DAU.

5.3.1 Certification Training

DAU certification courses are developed for 3 primary levels of certification and an executive level. As required/appropriate, learning assets for certification training shall be categorized as:

- a. **Level 100 Courses:** Level 100 courses are designed to provide fundamental knowledge and establish primary qualification and expertise in the individual's career field, job series, or functional area. The successful graduate of a Level 100 course will be able to predominantly demonstrate knowledge of the content. The Contractor shall design Level 100 courses to support learning outcomes at Revised Bloom's Levels 1 through 3.
- b. **Level 200 Courses:** In a Level 200 certification course, functional specialization is emphasized. Courses at this level are designed to enhance the employee's capabilities in a primary specialty or functional area. The Level 200 courses are based on interactive and collaborative research as well as the use of individual and group projects. The Contractor shall design Level 200 courses to support learning outcomes at Revised Bloom's Levels 2 through 4 so that course Graduates are able to demonstrate knowledge and real-world problem solving.
- c. **Level 300/400 Courses:** The focus of Level 300/400 courses is on managing the acquisition process and learning the latest methods being implemented in the career field or functional area as well as integrating and managing programs. Level 300/400 courses emphasize critical thinking, demonstration of management concepts, and enhancing the student's mastery of the presented skills and situational concepts. The Contractor shall design Level 300/400 course to support learning outcomes at Revised Bloom's Level 4 and above.
- d. **Executive Level Courses:** DAU's 400-level courses are created specifically for AT&L leadership personnel, Program Managers of major weapons systems programs and similar programs/offices, individuals in designated key leadership positions, and those individuals on a career development path soon to be promoted to these or similar responsibilities. Most 400-level courses are classroom or other facilitator led events with an intensive focus on critical thinking, decision making, and other leadership behaviors. More information can be found in DAU's iCatalog at icatalog.dau.mil.

5.3.1.1 Facilitated Instructor-led Training (Blended, Virtual, Flipped, etc.)

The Contractor shall apply knowledge, skills, and experience to develop and deliver learning assets for Instructor Led Training (ILT). The work shall be supported by a project plan consistent with requirements in Appendix D, General Learning Asset Development Guidelines.

Instructor led training brings students and facilitators together in learning environments intended to support mastery of those core career competencies that cannot be satisfied through other delivery methods and to best ensure skills transfer from the training event to the job.

For ILT, the Contractor shall develop courses via optimal application of adult learning principles and instructional technologies.

- a. The Contractor shall deliver Instructor Led Training (ILT) learning assets that include a mix of training methods appropriate to the learning objective(s) defined for the project. Courses may include the following elements:
 - (1) content presentation through a variety of means; not to exceed 50% live speaker/lecture format ,
 - (2) facilitated discussions,
 - (3) team-based problem solving,
 - (4) role play and simulations,
 - (5) case study analysis, and
 - (6) hands-on exposure to tools, processes, scenarios, and systems that are components of the acquisition process.
- b. The Contractor shall develop and deliver course assessment/evaluation materials appropriate to measuring the degree to which learning objectives are met. Assessment formats may be based on:
 - (1) criterion-referenced instruments,
 - (2) problem solutions and analyses,
 - (3) briefings, papers, team work, participation, and
 - (4) development/production of simulated work products.
- c. The Contractor shall leverage instructional technologies to include, but not limited to:
 - (1) DAU's implementation of Blackboard (currently version 9.1) to create the blended and classroom delivery
 - (2) Videos and other multimedia assets necessary to support a blended/flipped classroom
 - (3) Turning Point Student Response System
 - (4) Interactive whiteboard systems
 - (5) Computer-enhanced classrooms
 - (6) High quality audiovisual support and telecommunication tools such as:
 - DoD's Defense Collaboration Services (DCS) (DoD-wide conference system)
 - Telepresence
 - Video Teleconference (VTC), phone bridges, and other communication technologies that expand the classroom geographically and into the workplace.

Classroom-based activities typically require student attendance from 8:00 a.m. to 4:30 p.m. of each scheduled day, while activities facilitated online ("blended approaches") may vary in the attendance requirements and account for time zone differences respectfully.

5.3.1.2 Distance Learning (DL) Courses (SCORM-based Learning Assets)

The Contractor shall apply knowledge, skills, and experience to develop and deliver learning assets for SCORM-based Distance Learning assets. The work shall be supported by a project plan consistent with requirements in Appendix D General Learning Asset Development Guidelines.

For DL training, the Contractor shall develop courses via optimal application of adult learning principles. For DL courses, the Contractor shall leverage DART templates when designing and developing the student interfaces for the courses.

- a. The Contractor shall deliver DL learning assets that enable students to successfully master learning objectives by working independently through rich, interactive content presentation. DL courses shall adhere to Appendix D.
 - (1) Most DL courses are designated at the 100 level and primarily convey in-depth understanding of foundational principles, policies, regulations, processes, key tools and systems.
 - (2) Performance outcomes are generally categorized at Revised Bloom's Level 2. Some DL courses are designated at the 200 level and outcomes are generally categorized at Revised Bloom's Level 3.
- b. The Contractor shall develop DL course assessments that are delivered through criterion-referenced exams that provide questions addressing each learning objective within the course.

DL courses are stand-alone learning experiences delivered to students through DAU's learning management system. Typically students receive 60 days, once enrolled, to complete the course in a self-paced manner.

5.3.2 Continuous Learning Modules (SCORM-based Learning Assets)

The Contractor shall apply knowledge, skills, and experience to develop and deliver learning assets for SCORM-based Continuous Learning (CL) Modules. The work shall be supported by a project plan consistent with requirements in Appendix D General Learning Asset Development Guidelines.

The acquisition workforce personnel must complete 80 continuous learning hours every two years in accordance with DoD policy.

For CL training, the Contractor shall design modules via optimal application of adult learning principles. For CL modules, the Contractor shall leverage DART templates when designing and developing the student interfaces, unless a specific exception is granted or directed by DAU.

- a. The Contractor shall deliver CL learning assets that enable students to successfully master learning objectives by working independently through rich, interactive content presentation. CL modules shall adhere to Appendix D.
 - (1) Most CL courses are designated at the 100 level and primarily convey in-depth understanding of foundational principles, policies, regulations, processes, key tools and systems.
 - (2) Performance outcomes are generally categorized at Revised Bloom's Level 2. Some CL courses are designated at the 200 level and outcomes are generally categorized at Revised Bloom's Level 3.
- b. The Contractor shall develop assessments that are delivered through criterion-referenced exams addressing each learning objective.

CL modules are stand-alone learning experiences delivered to students through DAU's learning management system. Typically students receive 60 days, once enrolled, to complete the course in a self-paced manner, and are given unlimited attempts to successfully complete a final exam. CL modules are typically 2-8 "seat" hours in duration and are focused on awareness training or the application of targeted skills/procedures.

5.3.3 Games and Simulations Support

The contractor shall apply knowledge, skills, and experience to provide design and development support services for learning assets delivered as games or simulations in accordance with accepted design documents, prototypes, or other artifacts of the design process completed through PWS Section 5.3, Learning Asset Development and Revision Support. The work shall be supported by a project plan consistent with requirements in Appendix D General Learning Asset Development Guidelines, as applicable.

For games and simulations that are developed using tools other than DART, the contractor shall provide all necessary architecture and systems information (for example diagrams and technical specifications) sufficient for DAU evaluate feasibility of deployment. The contractor shall ensure compliance with applicable information assurance/information security requirements and standards as necessary and shall collaborate with DAU information technology and information security personnel as necessary.

5.3.4 Performance Support Tools

The contractor shall apply knowledge, skills, and experience to provide design and development support services for learning assets delivered as performance support tools in accordance with accepted learning asset design documents, prototypes, or other artifacts of the design process completed through PWS Section 5.3, Learning Asset Development and Revision Support. The work shall be supported by a project plan consistent with requirements in Appendix D General Learning Asset Development Guidelines, as applicable.

For performance support tools that are developed using tools other than DART, the contractor shall provide all necessary architecture and systems information (for example diagrams and technical specifications) sufficient for DAU to evaluate the feasibility of deployment. The contractor shall ensure compliance with applicable information assurance/information security requirements and standards as necessary and shall collaborate with DAU information technology and information security personnel as necessary.

5.3.5. Learning Asset Revision

The Contractor shall apply knowledge, skills, and experience to provide learning asset revision support services for learning assets including but not limited to the list of Learning Asset Types provided in Appendix E and as described above in PWS 5.3, Task 3, subsections. Revision projects require significant changes to existing course materials, methods, or formats. As with development, revision projects shall be preceded by an analysis under PWS 5.2, Task 2. Revision results in the deployment of a new course configuration and requires the same controls, procedures, and deliverables as new development.

The amount of revision support that will be required during each fiscal year depends on several factors:

- a. Changes in Federal law.
- b. Changes in DoD policy.

- c. Changes to competency based training as acquisition workforce competency models mature.
- d. Continuing adoption of learning technologies and multimedia to transform traditional, classroom based training to blended and/or virtual modalities.
- e. Continuing adoption of learning and knowledge sharing assets delivered to mobile devices and the ongoing maturation of mobile standards.

5.3.6 Information Assurance (Automated Solution)

The contractor shall prepare and deliver information assurance documents as required. The contractor is responsible for correcting vulnerabilities that are identified and ensure that the game is in compliance with DoD STIGs (Security Technical Implementation Guides). The contractor shall respond to initial vulnerabilities that are reported within 3 business days, with remediation of all issues within 15 business days.

In addition to DoD STIGs compliance, the contractor shall ensure the game passes web vulnerability scans for common critical and high risk vulnerabilities.

The contractor shall prepare and deliver the following technical documents as requested by DAU IT Ops. The required documentation includes:

1. Schematic diagrams
2. Database requirements/diagrams
3. Back-up and COOP documents

For software-based solutions, the contractor shall provide an IT lead point-of-contact to interact with the DAU IT Ops project lead in deploying the game engine and scenarios on the DAU servers. The contractor shall coordinate with the DAU IA team to load the entire game engine and infrastructure into DAU's environment. The contractor shall coordinate with other contractors and the DAU team to submit documents and final deliverables, including the source files and source files inventory.

The Not-To-Exceed ceiling amount established for Task 3 is as follows:

Base Period	Option Period 1	Option Period 2	Option Period 3
\$4,000,030.00	\$4,160,060.00	\$4,326,510.00	\$4,499,700.00

5.4 Task 4 – Video Production Support Services (Cost Plus Fixed Fee (CPFF))

The contractor shall provide video production services when the selected learning asset format requires studio-based or on-location staging and filming and associated services such as managing talent, crew, facilities/equipment, and pre- and post-production activities. Video assets created with production tools, e.g., simple animatic with voiceover, are a standard part of learning asset development and revision (see **PWS Section 5.3 – Learning Asset Development and Revision Support**).

5.4.1 Full video production services encompass the following:

The list identifies the features used in video production which may include one or more of the following: One or more features shall support the learning outcomes and/or objectives.

- Fast draw animation
- High quality animatic with voiceover
- Live action with professional cast, crew, and studio (as Other Direct Costs) or designated DAU personnel
- Simple to complex motion graphics
- Green screen compositing
- On location filming
- Set design
- 2D/3D animation and/or graphics
- Avatars
- Other production support

5.4.2 Level of Video Complexity

Factor	Level I	Level II	Level III
Course Intention / Desired Outcomes	<ul style="list-style-type: none"> Introduce definitions, basic concepts, processes, regulations and roles 	<ul style="list-style-type: none"> Present and reinforce knowledge and skills (K&S) to the point that learners can apply / demonstrate performance at a rudimentary level. Items that present an application situation similar to ones provided in material and that require to student to apply the concepts and skills to a slightly different situation 	<ul style="list-style-type: none"> Reinforce K&S to the point that learners can select and integrate information presented to solve problems and generate solutions into their work environment Items that present a novel and more complex situation than that presented in course material. The student is required to analyze the situation, determining where, when and how to apply the K&S presented in the courseware.
Bloom Levels	<ul style="list-style-type: none"> Performances: recall, recognize, identify information presented 	<ul style="list-style-type: none"> Performances: apply (at simple level), interpret, distinguish 	<ul style="list-style-type: none"> Performances: apply (at more complex level), analyze, synthesize
Techniques	<ul style="list-style-type: none"> Simple examples and scenarios (Definitions, diagrams and charts) 	<ul style="list-style-type: none"> Examples and scenarios (Case studies and real-world examples, interactive or animated illustrations) 	<ul style="list-style-type: none"> Complex demonstrations Simulations (dynamically user inputs; multimedia or text branching requiring complex programming logic)
Complexity	<ul style="list-style-type: none"> Single-subject live-action video with narrator against a static background, using simple text-based graphics and images to reinforce learning. Single-subject live-action video with narrator/avatars against a static background, using simple text-based or 2D graphics and images to reinforce learning. 	<ul style="list-style-type: none"> Single-subject live-action video with narrator/Avatar against a static background, using 2D graphics and images to reinforce learning. Animatic that include motion graphics, motion stock footage, and professional voiceover. 	<ul style="list-style-type: none"> Live-action video featuring the potential addition of set design, multiple actors, multiple locations, 3D animation, motion capture, and other elements as needed to meet the design requirements Single-subject live-action video with narrator, complex motion graphics, green screen compositing, or travel for on-location filming (if needed)..

5.4.3 Projected Video Production Workload:

It is projected that 12 to 14 videos will be produced per year ranging from three (3) to ten (10) minutes per video. It is projected that an additional 7 videos per year will be produced with an anticipated length of one to two hours per video. It is projected that the remaining 3 videos will be produced per year ranging from three to ten minutes in length. DAU anticipates that both

professional talent and DAU personnel will be needed depending on the specific nature of each video. The contractor shall initiate work upon receipt of a Technical Direction Letter, (see PWS Section 7.2 – Technical Direction) from the government providing project parameters, goals, scope, and time-line needs, as known. Each discrete project shall account for Project Management (PM) time required to support that task.

5.4.4 Video Production Management

The Contractor shall:

- a. Develop and maintain a Project Management Plan (schedule, risk register, spend plan, communication plan, etc.) for each development project. The plans shall be delivered to the Government within 10 business days of after provision of learning asset information by Government via Technical Direction Letter. Work may not commence until the project management plan is approved by the Government.
 - o Develop and maintain a log for individual tasks for all video asset development activities.
- b. Notify the GSA COR and DAU Program Manager, in writing, of changes to a video project that affect cost, schedule, or alter the terms and conditions of the Task Order. If changes are approved by the Contracting Officer, the Contractor shall update the project plan, spend plan, schedules and deliverables list (see PWS Section 7.2 – Technical Direction).
- c. Deliver all editable raw source files for each deliverable to DAU. Upload source files in designated DAU's content systems to ensure all assets developed or purchased under this Task Order are later accessible for maintenance by contractors or DAU government personnel.
- d. Use video production practices in accordance with current industry standards, strategies, and techniques.
- e. Meet requirements and deliverables outlined in DAU guides and process documents. Development checklists will be used as job aids and provided at post award.
- f. Implement the quality assurance process from the TOMP to ensure the learning asset content, design, and technical and functional requirements are met.
- g. Produce learning assets using DART and other tools as approved by DAU when video assets are deployed.
 - (1) Use learning object technology that conforms with ATLAS operational requirements
 - (2) Are properly meta-tagged in accordance with DAU meta-tag standards and taxonomy, as required;
 - (3) Operate in DAU Learning Management System (LMS).
- h. Are Section 508 compliant – Per DAU accessibility guidelines (www.webaim.org) and documented in a report submitted to DAU. (Appendix B)

5.5 Task 5 - Special Studies (Cost Plus Fixed Fee (CPFF))

The contractor shall initiate work upon receipt of a Technical Direction Letter. (see **PWS Section 7.2 – Technical Direction**) from the government providing project parameters, goals, scope, and schedule needs, as known. Each discrete project shall account for Project Management time required to support that task.

The specific projects under this CLIN will be invoked by issuing Technical Direction Letters, as described below.

The Contractor shall, at the direction of the Government:

- a. Provide analyst, expert, and/or consulting assistance to plan and devise new courseware or learning/knowledge sharing programs and plan future work.
- b. Provide liaison support to assist in coordinating activities between contractors working on related projects.
- c. Provide application development services for piloting and/or prototyping innovative learning and knowledge sharing assets to assess the feasibility of the potential technical solution.

Task 5 support is expected to include simple to complex initiatives spanning the types of functional activities described below. This information is furnished as guidance to assist the Contractor in establishing their proposed labor categories for Task 5. However, it is the contractor's responsibility to propose a solution to meet the requirements for Task 5.

Deliverables of this task may include; submitting completed prototype of learning asset and technical artifacts, source files, compiled code; project plans, technical documents, design documents, outcomes of analyses, such as white papers, briefings, reports, and best practices/lessons learned documentation.

To initiate performance on a special study, consultant project or development effort, the Government will issue a TDL that defines the project scope, objectives, desired outcomes, and timeframes for completion of the work.

Within 5 business days after receipt of the TDL, the Contractor shall create and submit a Project Plan defining the approach to the work defined in the TDL. The Contractor's Project Plan shall detail:

- a. Methods to be used to complete the work.
- b. Tasks and activities to be undertaken to complete the work consistent with the scope of the Government's TDL.
- c. A Spend Plan showing specific resources to be used and effort to be applied to the work on the basis of the labor mix established in the Contractor's price quote.
- d. Schedule and milestones for completing the work in required timeframes.
- e. Deliverables to be produced with corresponding due dates listed on the Schedule.

Reporting methods for communicating project status and progress information to stakeholders shall be incorporated into the Monthly Status Report per PWS 5.1.3.

The Contractor shall submit a Draft Project Plan to DAU for review and shall incorporate changes to the plan based on DAU comments. The Contractor shall not proceed with performance until DAU has reviewed and approved the Final Project Plan.

5.5.1 The range of support requirements for Task 5 support encompasses the following services:

5.5.1.1 Business Process Consulting Services

As required by a TDL, the Contractor shall apply consultative and analytical skills, and relevant business process knowledge to: (1) identify business/technology needs; and (2) assess candidate learning technologies to assist DAU in planning and developing future business solutions. The scope of these services includes:

- a. Interviewing stakeholders to gain an understanding of the current environment and business needs. Mapping processes and conducting analyses to identify opportunities for improvement.
- b. Conducting analyses of existing business processes, procedures, and technologies; and documenting findings/recommendations for DAU consideration.
- c. Defining alternatives, making recommendations and providing supporting rationale on which alternative(s) are optimal, given factors such as but not limited to: cost, schedule, risks, feasibility, inter-operability, efficiency, effectiveness, and suitability to meet the given need.
- d. Documenting business requirements. This may include identifying technical, functional, operational (e.g. performance, scalability, security and usability) needs as well as identifying implementation requirements to support transition from the current to the future state.
- e. Compiling business process information and analyses into narrative/visual diagrams
- f. Benchmarking DAU capabilities against other learning institutions.
- g. Conducting cost vs. benefit studies, trade-off analyses, or perform gap analyses and market research.
- h. Recommend leading or emerging technologies are beneficial to adopt.
- i. Conducting or reviewing analyses of business processes, procedures, and technologies as well as documenting findings/recommendations for DAU consideration.

5.5.1.2 Research Analysis Services

As required by a TDL, the Contractor shall provide research analysts to plan/conduct analyses and prepare requisite reports. It is anticipated that research analysts have domain and process knowledge applicable to the project.

5.5.1.3 Technical Writing Services

As required by a TDL, the Contractor shall prepare written technical materials. This may include:

- a. Creating the documentation methodology and framework for purposes of consistency, standardization, and efficiency.
- b. Preparing white papers, technical artifacts, and written deliverables cited within PWS Task 5 subsections.
- c. Reporting the findings and results of studies or best practices/research support.
- d. Developing storylines, proof of concepts, white papers, scripts or content ideas that supports the performance outcomes
- e. Developing documentation pertaining to application development efforts (operational manuals, user documentation, training guides and procedures)
- f. Translating training requirements into learning assets and performance support tools.(job aids, guides, etc.)

5.5.1.4 Technical Editing Services

As required by a TDL, the Contractor shall provide technical editing support to enforce quality standards on written technical materials/deliverables. This may include:

- a. Reading copy or proofs to detect and correct errors in spelling, punctuation, and syntax.
- b. Preparing, rewrite and edit copy to improve readability.
- c. Verifying facts, dates, and statistics, using standard reference sources.
- d. Reading, evaluating and editing written materials to ensure application of style standards and branding.
- e. Conferring with DAU regarding changes in content, style or organization for publication.

5.5.1.5 Quality Assurance (QA) Services

As required by a TDL, the Contractor shall provide quality assurance throughout performance of work to ensure the delivery of quality products. The Contractor shall apply monitoring and evaluation methods to ensure the services, products, and solutions it provides meet Government requirements. The Contractor shall incorporate reporting methods for communicating QA information to stakeholders into the Monthly Status Report per PWS 5.1.3.

5.5.1.6 Graphic Design Services

As required by a TDL, the Contractor shall apply technical knowledge, skills, and experience in graphic design, art, and related fields to design and develop graphics and visual materials. This may include:

- a. Designing and developing graphics and images
- b. Designing and developing varied multi-media, and/or interactive
- c. Optimizing published content in a manner that motivates, entertains, educates, engages, and appeals to the user community to promote learning.

5.5.1.7 Application Systems Analysis

As required by a TDL, the Contractor shall provide application systems analyst services to support the application development requirements. The scope of this support may include:

- a. Reviewing, evaluating, and analyzing training requirements to identify and recommend suitable application solutions.
- b. Documenting requirements, findings, and recommendations for DAU review and approval.
- c. Consulting with users to define requirements, identify programming and output needs, and verify preliminary design and output(s).
- d. Recommending technical and procedural design for new or revised solutions.

- e. Analyzing hardware, software, documentation, and programming languages to identify feasible application solutions for the DAU environment.
- f. Modifying and writing programming code and mark-up language as needed.
- g. Producing written documentation of procedures and guidelines.

5.5.1.8 Application Development Services

As required by a TDL, the Contractor shall provide application development services. This support may include:

- a. Gathering requirements and establishing specifications.
- b. Breaking down program specifications into elements and translating logic into programming language(s).
- c. Writing, updating, modifying, and debugging code.
- d. Conducting sample data-sets tests to verify and validate that output from the program works as intended.

5.5.1.9 Web Content Services

As required by a TDL, the Contractor shall design, and develop multimedia components, simulations, games, video, performance learning tools, and others as reusable learning objects which should be adaptable for incorporation into separate web-based publication or platform (e.g. SharePoint, Kaltura, etc.)

5.5.1.10 Test Engineering Services

As required by a TDL, the Contractor shall:

- a. Develop a Test Plan based on industry best practices for Government review and approval. The Test Plan shall include test scenarios/use cases and scripts that are linked to the documented approved requirements, and a schedule which reflects tasks and milestones.
- b. Conduct and manage product testing consistent with the approved Test Plan. Testing services include performing testing in support of pilot or prototype projects. When directed, the Contractor may be involved in supporting alpha/beta, user acceptance, unit, integration, regression, verification/validation, and/or penetration testing efforts, as defined by a TDL.
- c. Document and analyze test results.
- d. Provide for Government involvement in planning and execution testing where appropriate per the TDL.

The number, composition, and complexity of test activities is expected to vary from simple testing of enhancements, minor changes/simple fixes to functionality that can be completed in a shorter test cycle to full end-to-end testing of a new product conducted over several iterations. Specific tasks under this CLIN will be invoked by issuing Technical Direction Letters, as described below. **The Not-To-Exceed ceiling amount established for Task 5 is as follows:**

Base Period	Option Period 1	Option Period 2	Option Period 3
\$680,412.00	\$707,633.00	\$735,945.00	\$765,399.00

6 Deliverables/Delivery Schedule

6.1 Deliverable Instructions

Copies of all written deliverables, correspondence, status reports, copies of invoices, etc. shall be delivered to the DAU POCs. DAU POCs will provide project technical coordination with the Contractor within the scope of the Task Order (TO). The DAU POCs are not authorized to change any of the terms and conditions of the contract or the TO. Changes in the scope of work will be made only by the GSA Contracting Officer by properly executed modifications to the TO.

The Contractor shall submit deliverables electronically to DAU as specified in the accepted project plan or as directed by DAU. The Contractor shall obtain approval for the format to be used for each deliverable from DAU.

In general, it is expected that electronic formats will include: MS Microsoft Office products, such as Word, Excel, PowerPoint, Project, Access, or MS Visio. Electronic transmission will be the primary means of delivery; however, when requested by DAU hard copies shall be provided in quantities specified by DAU.

- a. File Editing - All deliverables (including text and diagrams) shall be submitted in a form that is editable by DAU, unless this requirement is waived by the DAU POC.
- b. Media/Format - Interim work products and deliverables shall be submitted in a media and format mutually agreed upon and approved by the DAU POC.
- c. Accuracy - Deliverables shall be accurate in presentation, technical content, and adhere to accepted elements of style.
- d. Clarity - Deliverables shall be clear in presentation and content. All diagrams shall be relevant to the supporting narrative, and shall be easy to read and understand.

6.2 Acceptance of Deliverables

Deliverables will be accepted if they are completed in accordance with the specification, schedules or other acceptance criteria stated herein and other requirements in this Task Order (TO). Unless specifically modified, the Contractor's performance and all contractor-submitted deliverables will be evaluated for conformance with the performance requirements set forth in this TO.

Reports, documents, and narrative-type deliverables will be accepted when all Government comments/revisions, when applicable, have been incorporated.

Deliverables will be accepted when all discrepancies, errors, or other deficiencies have been resolved to the Government's satisfaction.

6.2.1 Initial Deliverables

Inspection and acceptance of initial deliverables procedures are as follows, unless modified in this TO:

The Government will provide written acceptance, comments, and/or change requests, if any, within fifteen (15) business days from receipt by the Government, of all required Contract deliverables unless: 1. A different period is specified in the accepted Project Plan, or 2. A situation arises that would require a longer reasonable review time, such as an additional five business days, without being considered a Government delay. If such situations occur, the Government will notify the Contractor as to the change in the review time.

Upon receipt of the Government comments, the Contractor shall have fifteen (15) business days to rectify the situation and re-submit the contract deliverable(s) if it is not a "draft" deliverable. If it is a "draft" deliverable, the Contractor shall rectify the situation before the next scheduled submission of this deliverable(s). After three (3) recertification attempts, if the Government is still not satisfied with the deliverable, the deliverable will be considered unacceptable and be rejected accordingly. Additionally, if practical, and the Contractor rectifies the situation earlier than the scheduled fifteen business days, the Contractor may re-submit the deliverable(s) early if a contingency for early delivery period is specified in the accepted Project Plan. If such situations occur, the Contractor shall notify the Government as to the proposed change in the re-submission delivery and receive approval prior to such re-submission.

6.2.2 Re-Submitted Deliverables

The Government will review and verify that the original problem(s) has (have) been resolved with the TO deliverable(s) as re-submitted. If this is a re-submission of a final deliverable, the Government will provide the Contractor written notice of acceptance/rejection or request for extension within fifteen (15) business days after receipt of each re-submitted final deliverable.

6.3 Deliverables Table

PWS TASK #	DELIVERABLE TITLE	DUE DATE	Learning Asset Type
1	Milestone: Kick-Off Meeting	Within 10 business days after TO award	N/A
1	Task Order Management Plan (TOMP) inclusive of: <ul style="list-style-type: none"> a. Communications Plan b. Risk Management Plan c. Quality Assurance Plan d. Change Management Plan e. Resources Utilization /Spend Plan 	Draft – 10 business days, Final – 30 business days after TO award Quarterly Updates – TBD by initial TOMP submission	N/A
1	Monthly Status Report (MSR) inclusive of updated Resources Utilization/Spend Plan	Monthly, NLT 10th calendar day of each month (if it falls on a weekend it is due the next business day)	N/A
1	Milestone: In-Progress Reviews	Per Task Order Management Plan	N/A
1	IPR Action Item Reports	NLT 7 business days after IPR	N/A
1	Problem Notification Reports	As required	N/A

1	Trip Reports	As required	N/A
1	Transition Out Plan	Draft – 15 business days after the date of award, Final – 30 business days after receipt of comments	N/A
2	Project Plan	10 business days after provision of learning asset information by Government	All Learning Asset Projects
2	Analysis Report	Per Project Plan	All
2	Design Document	Per Project Plan	All
2	Proof of Concept	Per Project Plan	As required
2	Prototype	Per Project Plan	As required
3,4	Scripts	Per Project Plan	Simulations, Games, Multimedia Components, Video
3,4	Storyboards	Per Project Plan	SCORM-Conformant, Multimedia Components, Simulations, Games, Video, Others as required
3	Draft/Final Wireframes	Per Project Plan	Simulations, Games, Job Support Tools
3, 4	Draft/Final Alpha Release	Per Project Plan	Games, Simulations, Video, Others as required
3, 4	Draft/Final Beta Release	Per Project Plan	Games, Simulations, Video, Others as required
3	Test and Assessment Items	Per Project Plan	All
3	Programmed Lessons	Per Project Plan	SCORM-Conformant, Blended, Others as required
3	Instructor Pilot / Reports	Per Project Plan	All Types
3	Student Pilots / Reports	Per Project Plan	All Types
3	Draft/Final Learning Asset Materials Files	Per Project Plan	All Types

3	Learning Asset Maintenance Plan	Per Project Plan	All Types
2, 3	Other Style Guide Deliverables, Process Documents and Development Checklists	Per Project Plan	All Types
3,4	Source Files for each deliverable	With Project Completion Certificate	All Learning Asset Types
2, 3, 4	Requirement Completion Certificate for Signature	Upon Completion of Learning Asset/Deliverable	All Learning Asset Types
3	Revision/Maintenance Project Management Plan	10 business days after provision of information by Government	All Types
3, 4	Section 508 Compliance Report	Per Project Plan for Updates	All Types
3	Instructor Support Packages/Lesson Plans/User Manuals	Per Project Plan	All types except SCORM
3	Instructor Pilot & Student Reports	Per Project Plan for Updates (as required)	All Types
3	Change Request Itemized Log & Status Notifications	Per Project Plan for Updates	All Types [Change Requests for SCORM-Conformant Assets maintained in DART- Using CR tool]
5	Special Studies (SS) Project Plan	15 business days after Studies Request	All
5	Special Studies Technical Paper	Per Project Plan	N/A
5	Reports	Per Project Plan	N/A
5	Analysis and Content Documentation	Per Project Plan	N/A
5	White Papers	Per Project Plan	N/A
5	Prototypes/Pilots	Per Project Plan	Per TDL
5	Source Files for each deliverable	Per Project Plan	Per TDL
5	Other Deliverables, Process Documents, Checklists, and Documentation	Per Project Plan	Per TDL

6.4 Quality Assurance (QA)

A Quality Assurance Surveillance Plan (QASP) will be developed to refine the Government's expectations and to detail how the performance requirements (products or services) will be monitored and evaluated. The contractor shall adhere to the requirements of PWS section 5.1.3.2 regarding the contractor's QASP.

6.5 Performance Requirements Summary

The Performance Metrics shall be used to monitor Contractor performance under this task order. However, the Performance Surveillance Plan may be modified unilaterally by the Government to reflect any deliverables, schedules, etc. proposed by the Contractor.

Requirement	Standards— Criteria for Acceptance	Acceptable Quality Level	Method of Surveillance	Incentive/Disincentive
TO Management Plan/TO Management Support	<ul style="list-style-type: none">• Completeness,• Timeliness• Technical Accuracy	<ul style="list-style-type: none">• Addresses all TO Requirements, Management Controls, and Risks	<ul style="list-style-type: none">• Review and Inspection	<ul style="list-style-type: none">• Positive Past Performance Evaluation• 10% reduction in monthly Invoiced amount (Applicable to TO Management Support Only)
Project Plans	<ul style="list-style-type: none">• Completeness,• Timeliness• Technical Accuracy	<ul style="list-style-type: none">• Address all Project Requirements, Milestones, Management Controls, & Risks• Milestones achieved within 7 days of plan• 90% of deliveries and reviews are executed on time	<ul style="list-style-type: none">• Inspection i.a.w TOMP and proposed methodology• Comparison of milestone dates achieved to planned dates	<ul style="list-style-type: none">• Positive Past Performance Evaluation• Negative Past Performance Evaluation
Monthly Status Report	<ul style="list-style-type: none">• Completeness,• Timeliness• Project and Financial Accuracy	<ul style="list-style-type: none">• All required activities/elements contained in document & appropriately described• Financial Data Correct through month of report	<ul style="list-style-type: none">• Inspection i.a.w TOMP and proposed methodology• Comparison of milestone dates achieved to planned dates• Comparison of planned	<ul style="list-style-type: none">• Positive Past Performance Evaluation• Negative Past Performance Evaluation

			financials to actual	
In Progress Reviews & Action Reports	<ul style="list-style-type: none"> • Completeness, • Timeliness • Accuracy • Project and Financial Accuracy 	<ul style="list-style-type: none"> • Address all TO & Project Requirements, Milestones, Management Controls, & Risks • Demonstrable progress • Presentation of lessons learned/best practices • Action items 100% completed per schedule 	<ul style="list-style-type: none"> • Attendance • Inspection 	<ul style="list-style-type: none"> • Positive Past Performance Evaluation • Negative Past Performance Evaluation
Problem Notification Reports	<ul style="list-style-type: none"> • All problem or risk events are reported and tracked via a Problem Notification Report within 24 hours. • PNR resolution plans are established within 7 days of risk event reporting. • Solutions are presented when advisable 	<ul style="list-style-type: none"> • All PNR elements completed • PNR contains feasible and reasonable corrective actions 	<ul style="list-style-type: none"> • Inspection i.a.w TOMP and proposed methodology 	<ul style="list-style-type: none"> • Positive Past Performance Evaluation • Negative Past Performance Evaluation
All Other Deliverables Listed in PWS	<ul style="list-style-type: none"> • Completeness, • Timeliness • Accuracy • Meets specified formats/templates 	<ul style="list-style-type: none"> • 100% compliance unless forbearance granted by DAU POC or GSA COR • All required activities/elements represented • Complies with Information 	<ul style="list-style-type: none"> • Inspection i.a.w TOMP and proposed methodology • Monthly Progress Report 	<ul style="list-style-type: none"> • Positive Past Performance Evaluation • Negative Past Performance Evaluation

		Assurance <ul style="list-style-type: none"> • 508 compliance & Accessibility features Includes source files and code • Error free 		
--	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

7 Administrative Considerations

7.1 Points of Contact (POCs):

7.1.1 GSA Contracting Officer:

Katrina Lloyd
 GSA- Federal Acquisition Service
 Region 3 - Mid Atlantic Region
 100 S Independence Mall West Philadelphia, PA 19106
 Voice: 215-446-4898
 Fax: 215-829-2826
 Email: Katrina.lloyd@gsa.gov

7.1.2 GSA Contracts Specialist:

Mike Levy
 GSA – Federal Acquisition Service
 Region 3 – Mid Atlantic Region
 100 S Independence Mall West Philadelphia, PA 19106
 Voice: 215-446-5806
 Email: Michael.levy@gsa.gov

7.1.3 GSA Contracting Officer's Representative (COR):

Curtis Vaughan
 GSA – Federal Acquisition Service
 Region 3 - Mid Atlantic Region
 100 S Independence Mall West Philadelphia, PA 19106
 Voice: 757-548-7791
 Fax: 215-446-0246
 Email: curtis.vaughan@gsa.gov

7.1.4 DAU POC:

To be specified on TO award.

7.1.5 Alternate DAU POC:

To be specified on TO award.

7.2 Technical Direction

Technical Direction Letters will be within the scope of work described in this Performance Work Statement (PWS). The DAU Client Representative and/or the GSA Contracting Officer's Representative do not have the authority to, and may not issue, any Technical Directions Letters which:

- a. Constitutes an assignment of additional work outside of the PWS.
- b. Constitutes a change as defined in FAR 52.243-1 CHANGES - FIXED-PRICE (AUG 1987)--ALTERNATE I (APR 1984) and FAR 52.243-2 CHANGES – COST-REIMBURSEMENT (AUG 1987) in any manner causes an increase or decrease in the total estimated contract cost, fixed-fee, or the time required for contract performance.
- c. Change any of the expressed terms, conditions, or specifications of the contract.

All Technical Direction Letters shall be issued in writing by the GSA CO or the designated representative. A Technical Direction Letter will be issued to initiate work on CPFF projects. The Contractor shall proceed promptly with the performance of Technical Direction Letter duly issued by an authorized representative in the manner prescribed above. Once a Technical Direction Letter is issued, the contractor shall deliver Project Management Plan (schedule, risk register, spend plan, cost estimate, communication plan, etc.) for each development project within 10 business days. Work shall proceed once funding is in place, and all the above mentioned plans are approved in writing by the Government.

If, in the opinion of the Contractor, any instruction or technical direction issued is within one of the categories as defined above, the Contractor shall not proceed but shall notify the GSA Contracting Officer in accordance with FAR 52.243-7 Notification of Changes (APR 1984).

7.3 Contract Type

The Government anticipates awarding hybrid Firm Fixed Price/Cost Plus Fixed Fee contract type. The CLIN structure for this Task Order is depicted in the table below. The Contractor's invoicing per PWS 10.1, project plans, spend plans, and financial reporting under this TO shall provide for traceability and map to the CLIN/sub-CLIN structure and shown below:

CLIN No.	CLIN Type	PWS Ref. Nos.	Description
X100	Firm Fixed Price (FFP)	5.1	Task 1 - Task Order Management Support
X200	Cost Plus Fixed Fee (CPFF)	5.2	Task 2 - Analysis and Design Support
X300	Cost Plus Fixed Fee (CPFF)	5.3	Task 3 - Learning Asset Development and Revision Support
X400	Cost Plus Fixed Fee (CPFF)	5.4	Task 4 - Video Production Support Services
X500	Cost Plus Fixed Fee (CPFF)	5.5	Task 5 - Special Studies
X600	Cost Reimbursable	7.7	Travel

X700	Cost Reimbursable	7.8	Other Direct Costs (ODCs)
------	-------------------	-----	---------------------------

7.4 Period of Performance

The period of performance for this contract shall be one base year of twelve months and three twelve month option periods, to begin on May 8, 2017 or date of award, whichever is later, as follows:

Base Year: 05/8/2017 to 05/7/2018

Option Year 1: 05/8/2018 to 05/7/2019

Option Year 2: 05/8/2019 to 05/7/2020

Option Year 3: 05/8/2020 to 05/7/2021

7.5 Place of Performance

The primary place of performance for this Task Order is the Contractor's site. The Contractor shall perform all work under this Task Order within the continental United States. No off-shore work is authorized under the scope of this Task Order.

Some work will also occur at DAU's Fort Belvoir Campus, Virginia; the DAU College of Contract Management, Chester, Virginia; and other DAU campuses or Government facilities as requested.

7.6 Work Hours

Contractor work hours shall be consistent with Government personnel duty hours, generally between 8:00 A.M. - 5:00 P.M., Monday through Friday, excluding Federal holidays, unless otherwise coordinated and approved by the DAU PM.

7.7 Travel

Under this Task Order, it is anticipated that the Contractor will be required to travel to:

- a. Government facilities in the greater Washington, D.C. metropolitan area.
- b. Locations within the 48 contiguous states.

The Not-to-Exceed dollar value established for Travel is \$96,195.00 (exclusive of the contractor's applicable loading(s)) for the Base and each option period.

All travel shall be coordinated in writing through the DAU Client Representative and travel must be pre-approved by the GSA CO (or their designated representative) prior to incurring costs. The Contractor shall provide itemized travel costs with appropriate back up information to support travel authorizations and invoicing.

All travel estimates shall be accompanied by supporting documentations to support the costs proposed.

The Government will not reimburse the Contractor for local travel, defined as within 50 miles commute of the ordinary place of performance. Long distance travel within the 48 contiguous U.S. will be reimbursed as outlined below.

The Contractor shall make every effort to travel as efficiently as possible. Air travel shall be accomplished on regularly scheduled commercial flights using the most economical manner consistent with the successful accomplishment of the work. Reimbursement of lodging and incidental expenses shall be limited to the government per diem rates as stated in the Joint Travel Regulations (JTR) and FAR Part 31.205-36 (Travel Costs). Travel costs shall be reimbursed to

the Contractor only to the extent that it is necessary and authorized for performance of the services under this task order. Reimbursement for the costs of subsistence and lodging shall be considered to be reasonable and allowable daily charges as compared to the maximum rates set forth in the following:

- a. Joint Travel Regulations Volume 2, DOD Civilian Personnel, Appendix A, prescribed by the Department of Defense for travel in Alaska, Hawaii, The Commonwealth of Puerto Rico, and the territories and possessions of the United States;
- b. Federal Travel Regulations prescribed by the General Services Administration for travel in the contiguous 48 United States;
- c. Standardized Regulations, (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances in Foreign Areas" prescribed by the Department of State, for travel in areas not covered in (a) and (b) above.

Once travel is completed, a travel report confirming costs and travel shall be filed with the monthly status report and referenced when invoiced.

7.8 Other Direct Costs (ODCs)

Non-travel Other Direct Costs (ODCs) are anticipated during the performance of this requirement. Since these costs cannot be accurately forecast at this time, they are awarded on a NTE basis and may be partially funded as indicated on the award document.

The Not-to-Exceed dollar value established for Non-Travel ODCs is \$160,060.00 (exclusive of the contractor's applicable loading(s)) for the base and each option period.

It is anticipated that ODC purchases may be needed to procure hardware, software, tools, licenses, maintenance, warranties, or other materials that are an ancillary and necessary to the IT Services under the scope of this Task Order. For video production support, other direct costs may include professional cast, crew and studio that are ancillary and necessary to the IT services under the scope of this Task Order. Such Non-travel ODCs shall be integral and necessary to the overall Task Order performance. ODC requirements may be identified during performance by the Government or the Contractor. General-purpose items required for the conduct of the Contractor's normal business operations will not be considered allowable ODCs in the performance of work under this Task Order. Ancillary support may be provided, in accordance with the base contract, if necessary to offer an integrated IT solution. Ancillary support may only be included when it is integral to and necessary for the IT effort.

All Non-travel ODC purchase requests must be routed through the DAU POC for concurrence and shall be approved by the GSA Contracting Officer (or their designated representative) prior to incurring costs. The Contractor shall provide itemized data to support all ODC purchases with appropriate back up information as part of obtaining purchase approval from the Government.

Federal contracting laws and regulations apply to all Contractor open market purchases under this TO. Prices must be determined fair and reasonable from competitive sources and are subject to Government audit. The Contractor shall maintain records documenting competitive sourcing, in compliance with the competition requirements set forth in the Federal Acquisition Regulation (FAR). Upon request from the Government, the Contractor shall provide copies of such backup documentation, to verify that the Contractor complied with applicable competition requirements.

The Contractor shall provide itemized data to support all ODC purchases with appropriate back up information as part of obtaining purchase approval from the Government. Reimbursement will

be made as specified in the task order. Federal contracting laws and regulations apply to all Contractor open market purchases of materials and equipment under this task order. Prices must be determined fair and reasonable from competitive sources and are subject to Government audit. The Contractor shall maintain records documenting competitive sourcing, in strict compliance with the competition requirements set forth in the FAR, for all material and ODC purchases. The Contractor shall provide copies of all such documentation upon request from the Government to verify that the Contractor complied with the competition requirements set forth in the FAR.

The Contractor will be reimbursed for actual allowable costs plus the indirect handling rate. The Contractor shall apply indirect rates to ODC costs prior to award. No profit or fee will be allowed on ODCs. If no indirect rates are specified in the proposal, then no indirect rates will be applied or reimbursed on ODCs.

ODCs purchased under this Task Order shall become the property of the Federal Government. If the Contractor acquires hardware/software, maintenance, or licenses contractual rights to receive title shall be turned over to the Government upon completion of the Task Order.

7.9 Packaging, Packing, and Shipping Instructions

The Contractor shall ensure that all items are preserved, packaged, packed and marked in accordance with best commercial practices to meet the packing requirements of the carrier and to ensure safe and timely delivery at the intended destination. All data and correspondence submitted shall reference:

- a. The GSA Task Order Number
- b. The GSA Project Number
- c. The GSA Accounting Control Transaction Number
- d. "Defense Acquisition University Learning Asset Solution Support (LASS)"
- e. The name of the DAU POC

Containers shall be clearly marked as follows:

- a. Name of Contractor
- b. The GSA Task Order Number
- c. The GSA Project Number
- d. The GSA Accounting Control Transaction Number
- e. Description of items contained therein
- f. Consignee(s) name and address

7.10 Government Furnished Items

The Government does not plan to provide permanently available or dedicated work space. However, on a temporary or short-term basis, the Government may provide office space, office supplies, and computer and software resources at DAU offices in Ft. Belvoir, VA, Chester, Virginia, or other locations on an occasional basis when required and authorized at DAU's discretion.

All Government-furnished items shall be returned to the government when no longer necessary for performance of work or when the performance under this Task Order ends.

7.10.1 Government Furnished Information (GFI)

The Government will provide copies of existing courseware and documentation (if applicable) to the Contractor for projects they need in support of projects associated with this Task Order. The Government will also provide access to DAU information technology personnel and personnel to augment Government-provided information and assist the Contractor with identifying requirements, course conversion, design, and development, and technical implementation efforts. All Government furnished information shall remain the property of the Government and shall be returned to the Government prior to the end of this task order. In addition, sharing of Government furnished information shall only be done after obtaining advance written approval from the Government, including the Contracting Officer. Any Contractor contributions to Government furnished information shall become the property of the Government.

7.10.2 Government Furnished Property (GFP)

All property/equipment furnished to the Contractor shall be surveyed and a GFP/GFE list maintained as an attachment to the Task Order.

The Contractor shall exercise reasonable care and control of government property in its possession or use. Responsibility for reasonable care and control of government property provided under the task order in the possession of a subcontractor remains with the prime Contractor. The Contractor may be liable for damages, shortages of government property when it is disclosed that the property is lost, damaged, or destroyed. Government-furnished property must be used only for the purposes set forth in the Task Order.

8 Privacy and Security

Access to classified information will not be required in performance of this Task Order. Contractor personnel shall comply with all operational security (OPSEC) requirements defined by the DOD and Defense Acquisition University or Ft. Belvoir Security Plans.

All contractor personnel assigned to the Task Order who have access to DAU networks must have a "Public Trust Certificate" on file in order to be issued a Common Access Card (CAC) to access the DAU network.

Contractor personnel assigned to this task order must have a favorable National Agency Check (NAC).

Contractor personnel must meet standard DAU contractor security requirements for access to DAU network systems. Contractor personnel shall observe DAU automated information system security policies and procedures. The policies and procedures are obtained from a variety of sources to include the Army, DoD CIO, DISA and JTF-GNO. Some of the guidelines are listed in the PWS sub-sections below.

The Government will evaluate violations of security policy (e.g., password sharing, misuse of personal information, file access violations or browsing files outside the scope of the contract) on a case-by-case basis. The Government will not permit access to DAU systems or data unless pre-approved by DAU security and DAU personnel.

Contractors will not remove or copy DAU databases or files with Personal Identifiable Information (PII) to any contractor owned/operated networks or systems.

The Contractor shall notify the COR and DAU Project Manager, within 24 hours, when for reasons of personnel resignation, reassignment, termination, or completion of portions of the contract, Task Order contractor personnel no longer require access to Government computers.

8.1 DOD References:

- a. DoD Directive 5200.1 (Information Security Program)
http://dtic.mil/whs/directives/corres/pdf/520001_vol1.pdf DoD Directive 5200.2-R (Personnel Security Program) http://dtic.mil/whs/directives/corres/pdf/520002_2014.pdf
- b. DoD Directive 8500 Series (DoD Information Assurance (IA) Policy and Implementation)
- c. CJCSM 6510.01 (Information Assurance (IA) and Computer Network Defense(CND))
http://www.dtic.mil/cjcs_directives/cdata/unlimit/6510_01.pdf
- d. DoDI 8510.01 (Department of Defense Information Assurance Certification and Accreditation Process (DIACAP). http://dtic.mil/whs/directives/corres/pdf/851001_2014.pdf
DoDI 8552.01 (Use of Mobile Code Technologies in DoD Information Systems)
- e. Various Security Technical Implementation Guides (STIGS) from DISA, NSA or NIST as appropriate.
- f. SECTION 508 INFORMATION: 36 CFR 1194 implements Section 508 of the Rehabilitation Act of 1973, as amended, and is viewable at <http://www.section508.gov>

8.2 Defense Acquisition University References:

- a. DAU Directive 303 – Information Systems Security
- b. DAU Directive 304 – Information Systems Usage
- c. DAU Software & Hardware Certification, Accreditation and Vulnerability Assessment

8.3 Requirements for a DAU Network Account:

- a. DD Form 2875 – System Authorization Access Request (SAAR)

8.4 Annual IT Security Training Requirements

The contractor shall complete all security training courses and/or modules as required to maintain access to DAU networks. The responsibility for completing the annual IT security awareness training to maintain systems access is not considered billable time under the scope of this PWS.

9 Contractor Personnel

9.1 Key Personnel

The contractor shall identify key personnel for those positions that are integral to the successful support of this TO. Personnel fulfilling key personnel positions are considered integral and indispensable to this task order and although the government recognizes that the contractor cannot compel any individual to remain under its employment, the contractor shall not remove or replace key personnel without advance written approval of the GSA CO. The Government

requires that one of the designated key personnel serve as the primary point of contact for the project.

In the event that a key person becomes unavailable, the contractor shall furnish a substitute in accordance with the Substitution of Key Personnel requirements below.

9.1.1 Key personnel on this Task Order include:

- a. Task Order Program Manager – this individual shall be the primary point of contact for this TO.
- b. To Be Determined, based on key positions identified in the Contractor's staffing plan

9.1.2 Substitution of Key Personnel

The contractor shall not allow substitute key personnel during performance unless the contractor notifies the GSA CO in writing of the proposed substitution request, with a copy to the GSA COR and DAU POC. A request for substitution of key personnel shall include the following:

- a. an explanation of the circumstances necessitating the proposed change,
- b. a complete resume for the proposed substitute, and
- c. any other information requested by the Government to validate the proposed substitution.

The request for substitution shall be submitted at least ten (10) business days in advance of making a key personnel change. Such substitutions are subject to approval of the GSA CO.

Proposed substitutes shall have qualifications that are equal to or higher than the qualifications of the person(s) to be replaced.

9.2 Contractor Responsibilities

The Contractor shall provide personnel, together with the supervision, management and administrative services necessary to successfully meet Government requirements.

One person on the Contractor staff shall be the Task Order Program Manager, and be the Government's technical point of contact for this Task Order. The Contractor Task Order Manager will manage the work of the Contractor project personnel and manage the activities associated with completion of the work of this Task Order. The Task Order Manager shall also work with GSA and DAU to manage risk and facilitate project success.

9.2.1 Training

The Contractor shall provide the necessary fully trained and experienced technical and lead personnel required for performance in support of the Government. Training of Contractor personnel shall be performed by the Contractor at the Contractor's own expense. Training at Government expense will not be authorized for replacement personnel or for the purpose of keeping contractor employees abreast of advances in the state-of-the-art or for training contractor employees on equipment, computer languages, and computer operating systems that are available on the commercial market.

9.2.2 Liaison and Coordination

The Contractor shall perform coordination with the Government agency requesting the work only as approved by the COR. It is further agreed and understood that any recommendation for a change to this Task Order shall be reported in writing to the CO and COR for any required implementation.

9.2.3 Contractor Conduct

GSA, DAU, or the Contractor may coordinate meetings and travel schedules. The Contractor shall take contractual direction from the GSA Contracting Officer (CO); and receive technical guidance from the COR/DAU POCs. The GSA Contracting Officer resolves *work and scope* issues and resolves problems pertaining to those issues. All requests received by the Contractor from DAU for work outside the scope of the work described in this Task Order shall be directed to the CO and COR for resolution and not acted upon by the Contractor without direction from the CO or COR.

9.2.4 Coordination with Other DAU Contractors and Agencies

Portions of the effort of this Task Order will require coordination with and/or dependencies with the work of other DAU contractors and Government agencies (i.e., "Associate Contractors"/"Associate Agencies) performing DAU support efforts. The Contractor should expect to come in contact with and coordinate efforts at times with other DAU contractors. Examples include DAU IT Operations, the Learning Management System Support (LMS), Blackboard, and Development and Revision Tool (DART).

Examples of these support teams include: Information Technology team, Student Information Systems and business analysis team, learning assets developers, and knowledge management team. When such contractor-to-associate contract/associate agency interface points arise, the Contractor is expected to establish collaborative, professional relationships with associate staff. Information or deliverables may, at the discretion of the Government, be provided to such other contractor(s) for the purpose of such collaboration.

If the Contractor and an associate contractor/associate agency fail to agree upon action to be taken in connection with their respective responsibilities, each Contractor shall promptly bring the matters to the attention of the cognizant Contracting Officer and furnish recommendations for a solution. The Contractor shall not be relieved of its obligations to provide support and make timely deliveries or be entitled to any other adjustment because of a failure to promptly refer matters to the CO or because of failure to implement CO directions. Compliance with this requirement is included in the contract price and shall not be a basis for equitable adjustment.

10 Clauses

10.1 Invoicing

All invoice data shall be reported by CLINs (see PWS 7.3) and shall be further subdivided to lower level elements (sub-CLINs and ITSS Task Items) as directed by the Government to permit tracking and reporting of funding consistent with DAU and GSA requirements. The Contractor shall provide invoice data to designated DAU and GSA POCs in an editable Microsoft Excel spreadsheet using a format reviewed and approved by the Government. The Government reserves the right to modify invoicing requirements at its discretion. The Contractor shall comply with any revised invoicing requirements at no additional cost to the Government.

The Period of Performance (POP) for each invoice *shall* be for one calendar month. The contractor *shall* submit only one invoice per month per order/contract. The appropriate GSA office will receive the invoice by the twenty-fifth calendar day of the month after either:

- (1) The end of the invoiced month (*for services*) or
- (2) The end of the month in which the products (*commodities*) or deliverables (fixed-priced services) were delivered and accepted by the Government.

The contractor *shall submit* all required documentation (unless exempted by the contracting officer) as follows:

A. Firm Fixed Price CLINs:

- (1) CLIN x100 Firm Fixed Price (FFP) line item shall be billed on the basis of 1/12th of the overall, annual Firm Fixed Price (FFP) established in the proposal. The monthly FFP shall be pro-rated equitably if a partial month or performance period of less 12-months in duration is encountered. However DFARS 232.704-70 "Incrementally funded fixed-price contracts" is incorporated into this PWS for cases when FFP projects require incremental funding.

B. Cost Plus Fixed Fee (CPFF):

For Cost Plus Fixed Fee line items, each invoice *shall* show, the individual contractor names, labor categories, skill levels, the hours worked, the rate per skill level and the extended amount for that invoice period. It *shall* also show the total cumulative hours worked (inclusive of the current invoice period) per individual contractor, labor categories, skill levels, the hourly rate per skill level, the total cost per skill level, as *well* as the grand total of all costs incurred and invoiced.

For Cost Plus Fixed Fee line items. Each invoice *shall clearly indicate* both the current invoice's monthly "burn rate" and the total average monthly "burn rate".

- C. For Travel:** Submit the traveler's name, dates of travel, location of travel, itemized costs in accordance with limits set in government travel regulations cited in PWS 7.7, and dollar amount of travel.
- D. For ODCs:** Submit an itemized breakdown with a description of the ODC, quantity, unit price and total price of each ODC.
- E. For Contract Access Fee (CAF):** Include a separate line item for the CAF to be billed on a monthly basis at the established rate of $\frac{3}{4}$ of a percent applied against total monthly billings.

Note: The Government reserves the right to audit, thus; the Contractor shall keep on file all backup support documentation for travel and ODCs.

Note: For Firm Fixed Price and Cost Plus Fixed Fee fiscal task items:

Charges:

- All invoice charges must be task item specific (only one task item) unless concurrent task item periods of performance exist.
- For invoices with concurrent task item periods of performance all invoice charges must be service month specific (that is one service month only).

Credits:

- If the credit invoice is for the same year of a particular ACT#, the contractor shall include that credit on a subsequent invoice submission against that same ACT#. If the contractor is unwilling to offset a subsequent invoice then they must submit a refund check.
- When the credit invoice is for a different year, the contractor shall submit a refund check for that credit invoice.

Invoices that net to a credit balance SHALL NOT be accepted. Instead a refund check must be submitted by the contractor to GSA accordingly. The refund check shall cite the ACT Number and the period to which the credit pertains. The contractor shall provide the credit invoice as backup documentation. Do not attach credit invoice in ITSS or on the Finance website. It must be attached to the refund check. The refund check shall be mailed to:

General Services Administration
Finance Division
P.O. Box 71365
Philadelphia, PA 19176-1365

10.1.1 Posting Acceptance Documents: Invoices shall initially be submitted monthly through GSA's electronic Web-Based Order Processing System, currently ITSS, to allow the client and GSA COR to electronically accept and certify services received by the Contractor. Included with the invoice will be all backup documentation required such as, but not limited to, travel authorizations and training authorizations (including invoices for such).

10.1.2 Receiving Agency's Acceptance: The receiving agency has the following options in accepting and certifying services:

- a. Electronically: The client agency may accept and certify services electronically via GSA's electronic Web-Based Order Processing System, currently ITSS, by accepting the Acceptance Document generated by the contractor. Electronic acceptance of the invoice by the Client Representative is considered concurrence and acceptance of services. **NOTE: The Government's preference is that receiving agency's acceptance is conducted electronically.**

Note: The acceptance of the authorized agency customer representative is REQUIRED prior to the approval of payment for any invoiced submitted. In order to expedite payment, it is *strongly recommended* that the contractor continue to include the receiving agency's WRITTEN acceptance of all the services or products delivered, with signature of the authorized agency customer representative and the date of acceptance, as part of the submission documentation.

Note: If any invoice is received without the required documentation and, (A) the customer's signed written acceptance OR (B) the customer's electronic acceptance, the invoice shall be rejected in whole or in part as determined by the Government.

10.1.3 Content of Invoice: The Contractor's invoice shall be submitted monthly for work performed the prior month. The Contractor shall invoice only for the hours, travel and unique services ordered by GSA and actually used in direct support of the client representative's project. The invoice shall be submitted on official letterhead and shall include the following information at a minimum.

1. GSA Task Order Number
2. Task Order ACT Number
3. Remittance Address
4. Period of Performance for Billing Period
5. Point of Contact and Phone Number
6. Invoice Amount
7. Skill Level Name and Associated Skill Level Number
8. Actual Hours Worked During the Billing Period
9. Travel Itemized by Individual and Trip (if applicable)
10. Training Itemized by Individual and Purpose (if applicable)
11. Support Items Itemized by Specific Item and Amount (if applicable)
12. Invoice data and information consistent with PWS 10.1 items A thru E.

10.1.4 Final Invoice: Invoices for final payment must be so identified and submitted within 60 calendar days from task completion and no further charges are to be billed. A copy of the written acceptance of task completion must be attached to final invoices. The contractor shall request from GSA an extension for final invoices that may exceed the 60-day time frame.

The Government reserves the right to require certification by a GSA COR before payment is processed, *if necessary*.

10.1.5 Close-out Procedures: The Contractor shall submit a final invoice within sixty (60) calendar days after the end of the Performance Period. After the final invoice has been paid, the Contractor shall furnish a completed and signed Release of Claims (GSA Form 1142) to the Contracting Officer. This release of claims is due within fifteen (15) calendar days of final payment.

10.2 Limitation of Funds

When applicable, FAR Clause 52.232-22 (Apr 1984), applies to this Task Order on a Contract Line Item Number (CLIN) basis. The notification required by the subject clause on the part of the contractor shall be made in writing to the Contracting Officer. If, after notification, additional funds are not allotted, and upon written notification from the Contracting Officer the contractor shall deliver to the Contracting Officer all data collected and material produced, in process or acquired, in connection with the performance of the Task Order together with a summary report of its progress and accomplishments to date.

FAR 52.232-22 LIMITATION OF FUNDS

(a) The parties estimate that performance of this contract will not cost the Government more than the estimated cost specified in the task order. The Contractor agrees to use its best efforts to perform the work specified in the task order and all obligations under this contract within the estimated cost.

(b) The task order specifies the amount presently available for payment by the Government and allotted to this contract, the items covered, and the period of

performance, it is estimated the allotted amount will cover. The parties contemplate that the Government will allot additional funds incrementally to the contract up to the full estimated cost to the Government specified in the task order. The Contractor agrees to perform, or have performed, work on the contract up to the point at which the total amount paid and payable by the Government under the contract approximates but does not exceed the total amount actually allotted by the Government to the contract.

(c) The Contractor will notify the Contracting Officer in writing whenever it has reason to believe that the costs it expects to incur under this contract in the next 60 calendar days, when added to all costs previously incurred, will exceed 75 percent of the total amount so far allotted to the contract by the Government. The notice will state the estimated amount of additional funds required to continue performance for the period specified in the task order.

(d) Sixty calendar days before the end of the period specified in the task order, the Contractor will notify the Contracting Officer in writing of the estimated amount of additional funds, if any, required to continue timely performance under the contract or for any further period specified in the task order or otherwise agreed upon, and when funds will be required.

(e) If, after notification, additional funds are not allotted by the end of the period specified in the task order or another agreed-upon date, upon the Contractor's written request the Contracting Officer will terminate this contract on that date in accordance with the provisions of the Termination clause of this contract. If the Contractor estimates that, the funds available will allow it to continue to discharge its obligations beyond that date, it may specify a later date in its request and the Contracting Officer may terminate this contract on that later date.

(f) Except as required by other provisions of this contract, specifically citing and stated to be an exception to this clause –

(1) The Government is not obligated to reimburse the Contractor for costs incurred in excess of the total amount allotted by the Government to this contract; and

(2) The Contractor is not obligated to continue performance under this contract (including actions under the Termination clause of this contract) or otherwise incur costs in excess of the amount then allotted to the contract by the Government until the Contracting Officer notifies the Contractor in writing that the amount allotted by the Government has been increased and specifies an increased amount, which will then constitute the total amount allotted by the Government to this contract.

(g) No notice, communication, or representation in any form other than that specified in subparagraph (f)(2) above, or from any person other than the Contracting Officer, will affect the amount allotted by the Government to this contract. In the absence of the specified notice, the Government is not obligated to reimburse the Contractor for any costs in excess of the total amount allotted by the Government to this contract, whether incurred during the course of the contract or as a result of termination.

(h) When and to the extent that the amount allotted by the Government to the contract is increased, any costs the Contractor incurs before the increase that are in excess of the amount previously allotted by the Government will be allowable to the same extent as if

incurred afterward, unless the Contracting Officer issues a termination or other notice and directs that the increase is solely to cover termination or other specified expenses.

(i) Change orders will not be considered an authorization to exceed the amount allotted by the Government specified in the task order, unless they contain a statement increasing the amount allotted.

(j) Nothing in this clause will affect the right of the Government to terminate this contract. If this contract is terminated, the Government and the Contractor will negotiate an equitable distribution of all property produced or purchased under the contract, based upon the share of costs incurred by each.

10.3 Data Rights

FAR 52.227-14 (May 2014) "Rights In Data General" is incorporated into this Task Order. The Government retains unlimited rights to all deliverables/materials (to include editable source files) produced as part of this Task Order, excluding Commercial of the Shelf (COTS) materials. All products developed under this contract shall belong solely to the Government. The government shall have the right to distribute all deliverables under this contract to any person or entity at no cost to the government or the user. There shall be no license or user fees associated with the deliverables under this contract. Products developed under this contract shall not have any commercial license or cost requirements for delivery to other federal, state, and local government customers.

User information supplied to the Contractor for access purposes shall be returned to the Government.

The Contractor shall ensure that all information submitted to the Government is accurate and up-to-date. The Contractor shall support a seamless transition, transparent to the users, with no degradation of services.

10.4 Data Back-ups

The Contractor shall ensure that all data developed for and utilized by contractor staff and DAU in the execution of the aforementioned and detailed tasks, is backed-up and protected, so that it can be reconstructed in the event of a catastrophic failure event.

10.5 Section 508 Requirements

On August 7, 1998, Section 508 of the Rehabilitation Act of 1973 was amended to require that when Federal departments or agencies develop, procure, maintain, or use Electronic and Information Technology, that they shall ensure it allows Federal employees with disabilities to have access to and use of information and data that is comparable to the access to and use of information and data by other Federal employees. Section 508 required the Architectural and Transportation Barriers Compliance Board (Access Board) to publish standards setting forth a definition of electronic and information technology and the technical and functional criteria for such technology to comply with Section 508. These standards have been developed and published with an effective date of December 21, 2000. Federal departments and agencies shall develop all Electronic and Information Technology requirements to comply with the standards found in 36 CFR 1194.

The Section 508 standards established by the Architectural and Transportation Barriers Compliance Board (Access Board) are incorporated into, and made part of DAU orders, solicitations and purchase orders developed to procure Electronic and Information Technology

(EIT). These standards are found in their entirety at: <http://www.section508.gov> and <http://www.access-board.gov/sec508/standards.htm>. A printed copy of the standards will be supplied upon request. The Contractor shall comply with the technical standards as marked:

- ☒ § 1194.21 Software applications and operating systems
- ☒ § 1194.22 Web-based intranet and internet information and applications
- ☒ § 1194.23 Telecommunications products
- ☒ § 1194.24 Video and multimedia products
- ☒ § 1194.25 Self contained, closed products
- ☒ § 1194.26 Desktop and portable computers

The standards do not require the installation of specific accessibility-related software or the attachment of an assistive technology device, but merely require that the EIT be compatible with such software and devices so that it can be made accessible if so required by the agency in the future.

DAU Web Accessibility Guidelines provides the DAU specific requirements for Section 508 based on CFR 1194. Contractors shall implement compliance protocols as established by DAU (See Appendix B).

Products delivered to DAU shall include a Section 508 compliance signoff form. DAU will conduct sample testing of learning assets for compliance and accessibility. Assets that do not pass will be rejected. Assets developed under CPFF efforts, that are later found to be non-compliant shall be corrected at no cost to the government.

10.6 SCORM Requirements

DAU is committed to promoting reusability, durability, interoperability, maintainability, and portability of e-Learning content. The Shareable Content Object Reference Model (SCORM) is a set of interrelated technical specifications built upon the work of the Acquisition Intermediate Contracting Course (AICC), IMS and IEEE to create one unified "content model". These specifications enable the reuse of Web-based learning content across multiple environments and products. Unless specifically exempted by DAU, all electronic and information technology (EIT) procured through this Task Order must meet the specifications as outlined in the latest ADL SCORM specifications at <http://www.adlnet.org/> and Section 508.

10.7 Personal Identity Verification of Contractor Personnel

- (a) The Contractor will comply with agency personal identity verification procedures identified in the contract that implement Homeland Security Presidential Directive-12 (HSPD-12), Office of Management and Budget (OMB) guidance M-05-24, and Federal Information Processing Standards Publication (FIPS PUB) Number 201.
- (b) The Contractor will insert this clause in all subcontracts when the subcontractor is required to have physical access to a federally controlled facility or access to a Federal information system.

10.8 Non-Disclosure

All contractor or subcontractor employees working on this task order and owners shall execute confidentiality and non-disclosure agreements provided by the government.

10.9 FAR / GSAM CLAUSES

- FAR 52.204-9 Personal Identity Verification of Contractor Personnel (Jan 2011)
- FAR 52.217-5, Evaluation of Options (Jul 1990)
- FAR 52.217-8 Option to Extend Services (NOV 1999) - The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the contractor within 30 days of the end of the task order period of performance. If exercised, the Government will calculate and evaluate the total 6-month value of this option according to the awarded value of the final option period. The formula for this option will be 50% of the awarded value of the final 12 month option period. Offeror's shall not provide the pricing for this option.
- FAR 52.217-9 Option to Extend the Term of the Contract (March 2000)
- FAR 52.222-54 Employment Eligibility Verification (Oct 2015)
- FAR 52.224-1 Privacy Act Notification (Apr 1984)
- FAR 52.224-2 Privacy Act (Apr 1984)
- FAR 52.227-14 Rights In Data-General (May 2014)
- FAR 52.232-18 Availability of Funds (Apr 1984)
- FAR 52.232-20 Limitation of Cost (Apr 1984)
- FAR 52.232-22 Limitation of Funds (Apr 1984)
- FAR 52.237-3 Continuity of Services (Jan 1991)
- FAR 52.239-1 Privacy or Security Safeguards (Aug. 1996)
- FAR 52.245-1 Government Property (Apr 2012)
- FAR 52.246-4 Inspection of Services-Fixed Price (Aug 1996)
- FAR 52.246-5 Inspection of Services Cost Reimbursement (Apr 1984)
- FAR 9.5 Organizational Conflict of Interest
- FAR 52.209-11 Representation by Corporations Regarding Delinquent Tax Liability or a Felony Conviction under any Federal Law (Feb 2016)

11 References, Guidance, and PWS Appendices

The following are references and appendices that are relevant to this Task Order.

Reference	Title
1	URL for DAU: http://www.dau.mil/
2	DAU follows DISA's Security Technical Implementation Guides; http://iase.disa.mil/stigs/Pages/index.aspx
3	SECTION 508 INFORMATION: 36 CFR 1194 implements Section 508 of the Rehabilitation Act of 1973, as amended, and is viewable at http://www.section508.gov
4	SCORM INFORMATION: ADL SCORM specifications at http://www.adlnet.org/
5.	DAU's Development Standards

Appendix	Title
A	Problem Notification Report (PNR)
B	DAU's Technical Environment
C	DAU's LMS Environment
D	General Learning Asset Development Guidelines
E	Learning Asset Types
F	Course Development Examples

11.1 Guidelines for SCORM-Conformant Courseware

The Contractor shall use the following table as a guideline for establishing their proposed Task Order pricing.

SCORM- CONFORMANT COURSEWARE
Potential Attributes:
TYPE 1 ASSET HTML, Graphics, Supplemental Audio/Video, Linear Navigation
TYPE 2 ASSET HTML, Graphics, Interaction Templates, Audio/ Video-Enhanced Scenarios, Branching Navigation, Simple Games
TYPE 3 ASSET HTML, Complex/Custom interactions, XML, Complex Multimedia-Based Scenarios, Complex Navigation, Simulations, Sophisticated Games

11.2 Guidelines for Instructor Led Training (ILT) Classroom Courses (Blended, Virtual, Flipped, etc)

The Contractor shall use the following table as a guideline for establishing their proposed Task Order pricing.

Classroom Course Type
Potential Attributes:
TYPE 1 ASSET Classroom Lecture & Discussion Materials, Standard Lesson Plans, Briefing Hand-outs/Readings in Standard File Formats, Group-based Practice Activities, Criterion-Referenced Assessments via Blackboard, Webinar/Virtual Synchronous Delivery of up to 25%, Student Laptop Required for

some asynchronous out of class or in-class activities, Student Response System integration
TYPE 2 ASSET Case-based/Problem-based Learning Materials with traditional Multimedia Enhancement, Group-based Learning, Complex Lesson Plans, Simple Simulations (Paper or Computer-based), Rubric-based Assessments, Simple Games, Webinars/Virtual Synchronous Delivery of Up to 50%, Student Laptop Required for some asynchronous out of class or in-class activities, Blackboard Course Functionality with Common Features (Assignments, Gradebook, Discussion Tools), Student Response System integration Flipped Classroom/Blended Learning
TYPE 3 ASSET Flipped Classroom Significantly Dependent on Video and Multimedia Assets, Complex Computer-based Simulations, Sophisticated Games, Complex Lesson Plans, Rubric Based Assessment, Webinars/Virtual Webinar/Virtual Synchronous Delivery of up to 100%, Blackboard Course Functionality with Complex Features (Adaptive Release, Early Warning/Performance Dashboard, Collaboration Tools)

11.3 Guidelines for Performance Support Tools

The Contractor shall use the following table as a guideline for establishing their proposed Task Order pricing:

Performance Support Tools Asset Type
Potential Attributes:
TYPE 1 ASSET HTML-based, Predominantly static content, Simple GUI based on Standard Graphics and Icons, Supplemental Audio/Video, Linear Navigation in support of knowledge acquisition; Compliant with Standard DAU Browsers
TYPE 2 ASSET HTML-based; Multi-component GUI such as Interactive Graphical Organizers and/or Complex, Specialized Icon Functionality; Multi-path Navigation; Interactive Content in support of decision making/product output, etc.; Mobile-ready; Compliant with Standard DAU Browsers
TYPE 3 ASSET Combination of HTML and other programming languages, Complex GUI; Complex

Navigation, Interactive Content in support of decision making/modeling/simulating, etc; Mobile delivery; Standard and nonstandard browser compliant

Appendix A
Problem Notification Report (PNR)

1. Nature and sources of problem:
2. DAU POC(s)/GSACOR was notified on: (date) _____
3. Is action required by the Government? Yes_____ No_____
4. If YES, describe Government action required and date required:
5. Will problem impact delivery schedule? Yes_____ No_____
6. If YES, identify what deliverables will be affected and extent of delay:
7. Can required delivery be brought back on schedule? Yes_____ No_____
8. Describe corrective action needed to resolve problems:
9. When will corrective action be completed?
10. Is increase cost to the Government anticipated? Yes_____ No_____
11. Any other pertinent information related to the problem:

Appendix B

DAU's Technical Environment

Courseware Authoring Tool:

DAU's Development and Revision Tool (DART) is an enterprise implementation of Compositica, a commercial off-the-shelf, web-based, collaborative courseware authoring tool. For corporate and product information, please refer to www.compositica.com.

DAU requires that all SCORM-based learning assets be built, revised, and maintained using DART. The Government will furnish Courseware developers with licensed access to DART. DAU's established templates, guides, process and best practices documentation will be provided as GFI upon system access. DAU provides technical support and assistance as required and necessary.

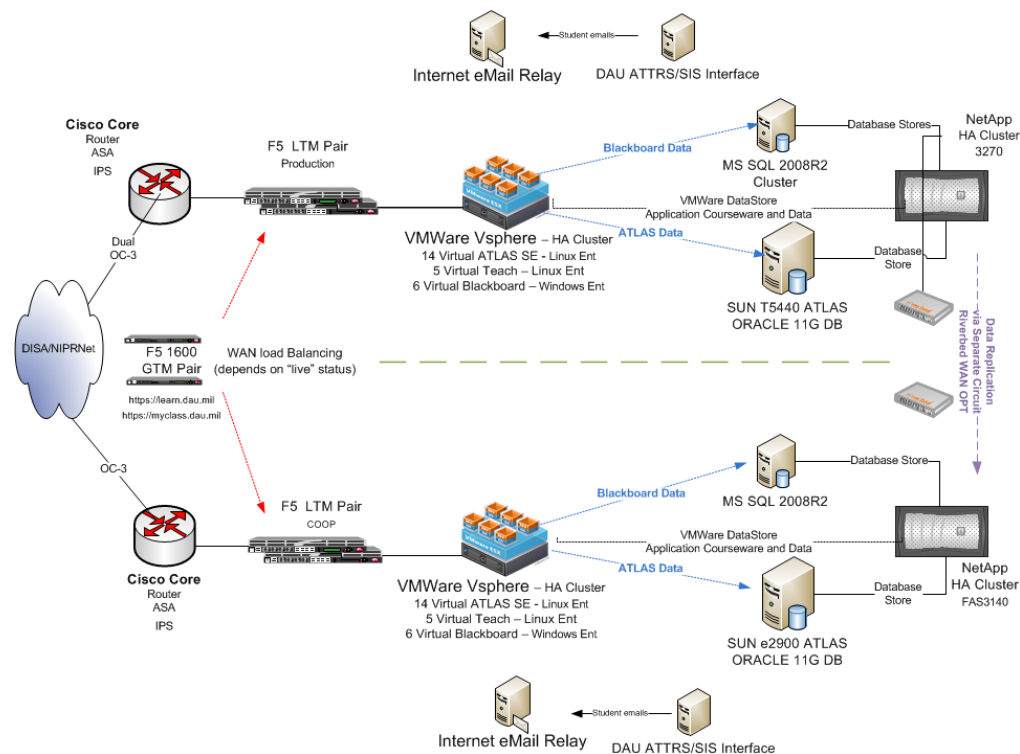
Section 508 Compliance Tool:

DAU's current standard tool for evaluating Section 508 compliance is the Web Accessibility Toolbar (freeware) with distribution in the United States supported by the Paciello Group, and in tandem with Object Inspector for evaluating interactive multimedia. For more information about the Web Accessibility Toolbar, please visit <http://wave.webaim.org/toolbar/> and <http://www.paciellogroup.com/>.

DAU also reviews learning assets using JAWS 17 from Freedom Scientific as it is the most common accessibility tool implemented by DAU's customers. Product information can be found at www.freedomscientific.com.

Appendix C

DAU's LMS Environment (Atlas and Blackboard 9.1)



Technologies currently in use at DAU include:

- Blackboard 9.1, Service Pack 13, Learning Management System for delivery of blended learning, extended classroom support, and instructor-led web-based learning
- Learning Management System (Atlas), a Government Off the Shelf (GOTS) product, for delivery of SCORM-based learning and presentation of training records and enrollments for all course types
- Student Response Systems, currently TurningPoint, to add interactivity and participation in classroom events
- “Smart” boards for interactive content presentation and support in designated classrooms
- Telepresence and Video Conferencing enabled classrooms
- Communities of practice
- Interactive web portals and online tools for job support and knowledge sharing

For more information, visit www.dau.mil for DAU organizational information, learn.dau.mil for online training delivery, and acc.dau.mil for communities of practice and job support tools.

Future Learning Support Systems and Instructional Technologies:

The DAU Annual Report, found at www.dau.mil, contains the strategic direction of the institution to continuously improve our products and services. General information on the evolution of learning support systems and instructional technologies can be found in the Annual Report.

Specific future technologies selected by DAU for implementation or continued research and evaluation include:

- COTS learning management and training delivery systems
- COTS knowledge sharing asset management/delivery system
- Virtual classroom learning platforms
- Mobile delivery platforms
- Gaming and Simulation engines

Appendix D

General Learning Asset Development Guidelines

DAU continues to support development of new learning assets using a combination of contractor and government ISDs, SMEs, and other personnel as required. How much development support will be required during each fiscal year depends on several factors:

- a. Changes in Federal law;
- b. DoD policy;
- c. Existing and new partnerships;
- d. Continuing transition to competency based training and redevelopment of competencies by the leaders of the acquisition workforce;
- e. The development and stabilization of new curricula for DAU.

Design and Development Factors: DAU has identified seven qualitative factors that impact the outcomes of all learning assets that are influenced by design and development approaches:

- a. Asset Intention/Desired Outcomes;
- b. Learner Participation;
- c. Learner Requirements/Job Relevance/Objectives;
- d. Content Presentation Techniques / Media Treatment Options;
- e. Practice/Assessment/Feedback Cycle Efficacy;
- f. Remediation; and
- g. Learner Influence

DAU has identified additional factors that impact learning and training experiences including SCORM-based courseware, blended and multimedia enhanced classroom courses, games, simulations, workplace learning tools, and mobile assets:

- a. Underlying technology;
- b. Student interactivity; and
 - 1. Development complexity. Development Complexity includes either:
 - (1) New development that requires all aspects of the instructional design process (e.g., job or task analysis, content identification and development, design, scripts, electronic storyboards, programmed lessons, student testing), or
 - (2) An existing learning or knowledge sharing asset in need of content redesign or transition to a new modality or learning delivery platform, such as transforming a traditional course into a blended approach, or a redeveloping a job aid for a mobile device, etc.

Appendix E

Learning Asset Types

- Continuous Learning (CL) Modules (SCORM conformant) delivered via the DAU LMS providing training credits for Defense Acquisition Workforce members.
- Distance Learning (DL) Courses (SCORM conformant) delivered via the DAU LMS providing certification training for Defense Acquisition Workforce members.
- Instructor-facilitated Classroom learning courses to provide certification training to the Defense Acquisition Workforce and including executive level training at mid and senior grade levels for both civilian and military.
- Facilitated Instructor led-courses offered through synchronous and asynchronous communication/facilitation tools to provide certification training to the Defense Acquisition Workforce and including executive level training at mid and senior grade levels for both civilian and military.
- Performance support tools and rapid deployment training (RDT) established in response to the need to train the Defense Acquisition Workforce in new initiatives and policy changes on a just in time basis. Delivery mechanism may be classroom, virtual, mobile or SCORM based.
- Games and simulations that offer acquisition professionals hands-on, engaging learning experiences based on workplace competencies. These may be stand-alone or embedded in other learning programs and may be delivered through various mechanisms (computer based, web based, mobile, paper-based).
- Other related learning asset and knowledge sharing artifacts (e.g., job aids, guidebooks, fact sheets, case studies, podcasts, video vignettes, and software tools)

Appendix F: Course Development Examples

	New Development	Revision
Distant Learning (DL)	<p>Course: CON216</p> <ul style="list-style-type: none"> - 10 Modules - 40 Lessons - 3 Exams - 35 Videos - 5 Games <p>https://dart.dau.mil/composica/courses/con216-legal-considerations-in-contracting-maintenance/</p>	<p>Course: LOG204</p> <ul style="list-style-type: none"> - 12 modules - 49 lesson - 12 exams - 5 videos <p>https://dart.dau.mil/composica/courses/log204-configuration-management-cm-maintenance/</p>
Continuous Learning (CL)	<p>Module: CLM058</p> <ul style="list-style-type: none"> - 1 Module - 4 Lessons - 1 Exam - 0 Videos -1 Game <p>No DART access available</p>	<p>Module: CLC048</p> <ul style="list-style-type: none"> - 1 Module - 4 Lessons - 1 Exam - 0 Videos - 0 Games <p>https://dart.dau.mil/composica/courses/clc048-export-controls-what-the-contracting-community-needs/</p>
Classroom	<p>Course LOG211</p> <ul style="list-style-type: none"> - 4.5-day - 16 lessons - 6 student activities - 4 learner exercises - 5 game and simulation (G&S) preparatory exercises - 5 G&S <p>Instructor Guide (IG), Student Guide (SG), Capstone Exercise</p> <ul style="list-style-type: none"> - 1 Case study - 2 quizzes 	<p>Course: CON234</p> <ul style="list-style-type: none"> - 8 days - 12 lessons - 1 capstone case study - 1-role play - 20+ scenario-based exercises - 1 video - 3 quizzes
Analysis and Design	<p>CMI140 - Scope/Objective: An analysis of objectives and existing content that will result in a design information package containing proposed topics and design approaches to satisfy learning objectives and course goals is needed. The analyses should also result in the identification of content sources and gaps.</p> <p>CMI140 - Outcomes:</p> <ol style="list-style-type: none"> 1) Course Design Information Package (CDIP) 2) Prototype - finished representative samples sufficient to demonstrate key, recurring elements of the product, including look/feel and layout. (Interface, DAU branding, 	

	<p>SCORM player and Section 508 standards)</p> <ul style="list-style-type: none"> a. Appropriate level of interaction/engaging features to ensure that the learning environment is appealing to adult learners and supports the stated learning goals. b. Knowledge reviews at logical points, and ensure that knowledge reviews are successfully completed prior to advancing to the next page. c. Screen Mock-up for the prototype representing metaphor & look and feel of this course- Sample screen shots of the proposed GUI and layout for different page types and graphical elements. d. Integration/use of knowledge management and performance support resources <p>5 Modules -20 Lessons -14 Videos -1 Simulation -3 Assessments</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------